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RECRUITER

United States Army Recruiting Command

JOURNAL OF THE AIR



Motivations to join the Army

Prospecting can be defined as the actions taken to contact individuals for the purpose of enlisting in the Army. According to the FY 96 New Recruit Survey, the following are the top six responses to the question:

Which of these is your most important reason for enlisting?

Money for college	24 percent
To do something I can be proud of	22 percent
Get a skill	19 percent
Serve country	8 percent
To prove that I can make it	6 percent
Earn more money	6 percent

It still remains that new recruits are looking to build their futures either by continuing their educations or acquiring attractive transferable skills.

This tear-out sheet has been created for your use in sales presentations. It is not authorized for use as an ad, flyer, or mail-out. Point of contact is SFC Max Coney, HQ USAREC PAE, (502) 626-0351.

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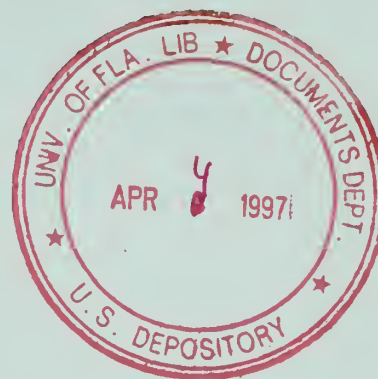
Recruiter Journal

VOLUME 50, Number 3

March 1997

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Our challenge is clear

As all of you should be aware, we have sent out the signal to every level of this command that the Army now more than ever needs your professional and technical expertise to meet the mission for FY 97.

The call to duty is clear, every recruiter is asked to make the maximum effort. America's Army, your Army, is depending on the soldiers of this command to provide the strength. The senior leadership of the Army has the faith and confidence in the noncommissioned officer corps to succeed; they fully recognize that recruiters can accomplish the most difficult tasks assigned, provided they are properly resourced and supported. I have fully committed every officer, non-commissioned officer, and civilian teammate in USAREC to meeting the remaining challenges for the Regular Army, Army Reserve, and Medical Department missions.

We have been successful in communicating to the senior leadership the necessity to increase the enlistment incentives now offered. We have had the increase in the Loan Repayment Program approved to a maximum of \$65,000, the Army College Fund to \$40,000, and enlistment bonus amounts of up to \$12,000. With additional advertising resources, we have seen two major mailouts (prior service and the 95/96 grad mailout), and our radio and television ads will increase the number of leads you receive. Additional recruiter support resources have also been approved.

This year brought us enlistment bonuses increased by \$32 million. We have received approval for increased two-year enlistments, and the enlistment grade



MG Lenhardt

criterion for our prior service applicants has been restored for former E-4s. Additionally, we have received a \$30,000 direct accession bonus for RA dentists. All of these initiatives will increase our chances to sell the Army as *the* service of choice.

We will also satisfy the need for individual awards with the recruiter incentive program, a major change that allows each and every member of the command to be recognized for their individual accomplishments. The contributions of our civilian partners and support personnel will also be recognized on a monthly basis in the new "Command Incentive Program," a program that acknowledges that we are *all* in this together and that everyone must contribute to the accomplishment of the mission.

The media has been very eager to point out what a challenging year FY 97 is for us. But I have traveled among you, I have talked to you in your stations. I know the pride and the commitment you bring to this difficult job every day, and I know that you are among the very best noncommissioned officers in the Army today. You know, for almost 222 years, the Army non-commissioned officer corps has "gotten the job done." Since the beginning of this command in 1973, Army recruiters have been recognized for success, year after year, and I have no doubt that the noncommissioned officers of USAREC today can and will uphold this record of achievement in FY 97!

This kind of success does not come without personal dedication and sacrifice, and your families as well are to be commended and cherished for their contributions to the success of the world's best Army. Please extend to them my appreciation for their unmatched and sometimes unheralded support.

You are the very best the Army has, and America's Army believes in both your ability and sense of duty. We *will* be successful in FY 97; I am counting on you to "get it done."

America's Army, now more than ever, needs your professional and technical expertise to meet the mission for FY 97.

IG Perspective: Conducting a Recruiting Station Inspection

As members of a company leadership team (CLT), you usually take the time to create solid plans of attack in respect to station inspections and station visits. However, you may often find yourselves being side-tracked and led in different directions for various reasons, thus never accomplishing your goals. Unfortunately, this failure to perform on-going and in-depth station inspections will usually have a devastating effect on your company's production, administration, and morale. This is an observation seen continuously across the command by inspectors of the USAREC Inspector General's office.

Station inspections are probably the most valuable weapon in the CLT's leadership arsenal. They are on-going "live fire" checks that determine the compliance of command and regulatory guidance. Additionally, conducting effective, on-going station inspections allows the company leadership team to determine if station commanders are effectively directing their recruiters and managing their assets, as well as validating information reported to them during telephonic performance reviews (PR). In short, on-going station inspections create the basis from which the company leadership team can properly assess their company's strengths and weaknesses. Without this foundation, CLTs become reactive instead of proactive.

The USAREC Form 660 (Recruiting Station Evaluation Checklist) is a tool that provides a systematic approach to station inspections. Here are a few suggestions for conducting an effective station inspection:

- Don't try to accomplish your inspection in one day; it is an on-going task.
- Remember the CLT division of responsibilities; both commander and first sergeant need to be involved in station inspections.
- Inspect one tool at a time, in depth: remember, "inch wide, mile deep."
- Manage your time effectively; allow yourself enough time to complete your daily inspection goals, even with the hundred phone calls and numerous distractions.
- Do not use the USAREC Form 660 as an instrument of punishment; it is an evaluation and training tool that is to be used in conjunction with the station commander's quarterly NCOER counseling.
- Hold subordinates accountable for their actions; when using the RS evaluation checklist, make on-the-spot corrections, if possible. Otherwise, provide clear and concise written instructions on how to fix the problem.
- Teach and train at every opportunity.



- Never allow your findings to go uncorrected; give station commanders a realistic suspense for them to fix the found deficiencies.
- Follow up!

After completing an in-depth inspection of your stations, do not be surprised at what you may find. Station commanders and recruiters are placed under enormous stress and faced with numerous daily tasks, coupled with the on-going mission of putting young men and women in today's Army. This is no easy feat, even for the most experienced field recruiters. This overwhelming stress tends to affect the decision-making processes of our young soldiers.

New recruiters coming out of the schoolhouse are usually highly motivated and armed with the basic knowledge they need to be successful. They tend to do well during their first six months on production. However, when faced with this newfound stress, coupled with the lack of necessary follow-on training and positive direction, these recruiters begin to lose focus. More often than not, they learn quickly how to take shortcuts to save time. Again, the root cause is very evident in most of these situations and can be contributed to the lack of training, ineffective time management, and "soft" directives.

Once shortcuts become commonplace, recruiter tools and regulatory guidance become a hindrance. If allowed to go unchecked, CLTs may allow station commanders to put themselves and their recruiters in harm's way.

The inspection process provides station commanders with valuable training, as well as determining whether or not station commanders are conducting effective performance reviews. A thorough PR is the most effective tool to combat the situation described above. It is imperative that station commanders conduct daily, on-going, fact-finding PRs that are directive in nature. Across USAREC, IG inspectors are finding that PRs are not directive-oriented and are nothing more than annotating historical data; goals are not established daily providing guidance for the recruiter, and recruiter tools and plans are not being evaluated and analyzed to determine effectiveness.

The first step in determining whether there is a problem is through identification. What better way to identify than through the use of an effective inspections program?

Delta seeks recruiters

Recruiting for Delta requires the ability to interact effectively with prospective Delta candidates as well as senior Army leadership. It requires a competent briefer, a person who is highly self-motivated, capable of working alone without direct supervision, and who is:

- Male.
- Volunteer.
- MOS 79R.
- SSG or junior SFC.
- No history of recurring disciplinary action.
- Possess or be able to obtain a secret security clearance.
- GT score of 110.
- Pass the APFT.
- Airborne qualified or volunteer for airborne duty.
- Demonstrated success as an Army recruiter, with a minimum of 12 months as a successful station commander.

Interested recruiters should mail a copy of their DA Form 2A and 2-1, last two NCOERs, and phone numbers to Recruiting Team, P.O. Box 70149, Fort Bragg, NC 28307, or fax copies to (910) 396-0607 or DSN 236-0607.

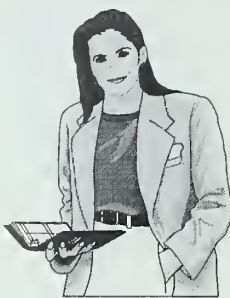
POC is SFC Walthers, (910) 396-0689.

Pentagon dedicates Black Military Heroes Corridor

by Rudi Williams, American Forces Press Service

Pentagon officials recently dedicated a Hall of African-American Military Heroes and Contributors Corridor as part of Black History Month activities. Seven African-Americans, recently awarded the Medal of Honor for valor during World War II, were inducted into the Pentagon's Hall of Heroes the day after President Clinton presented them the nation's highest award for gallantry in January.

The recent awardees raise the number of African-American Medal of Honor recipients to 86: Vietnam, 20; Korea, two; World War II, seven; World War I, one; Spanish-American War, six; Interim 1871-1898, eight; Indian Campaigns, 18; and Civil War, 24. No African-American had received the Medal of Honor for World War I service until it was posthumously bestowed on Freddie Stowers in April 1991.



March is National Women's History Month

The theme for 1997, "A Fine and Long Tradition of Community Leadership" is intended to highlight the many contributions and accomplishments of women as well as to celebrate women's involvement in communities all over the country.

All personnel are encouraged to participate in activities to mark the occasion.

JRISS On the Move

The USAREC JRISS Office (RCRO-JRISS) is located in the Joint Recruiting Information Support System (JRISS) Project Management Office, Bldg 6580, Fort Knox, Kentucky, 40121. Team Leader is LTC Gary A. Minadeo (502) 626-1137, cc:Mail - Minadeo, Gary or MinadeoG@JPMO.usarec.army.mil

First up is the April fielding of the the JRISS Army Multimedia Sales Presentation to station 486 desktops. Your trainers will be hearing more about this in separate correspondence. The short of it: no more JOIN!

The 3d Brigade is on target for a June fielding of the JRISS Increment Alpha. They will receive laptops with an office package, the JRISS Army Multimedia Sales Presentation, mail software, forms package, and an applicant screening tool. Key to the fielding is the training of the unit trainers, information management specialists, and supply personnel on system capabilities and accountability procedures.

Emerging results from the Louisville Company fielding show that in 1st Qtr FY 97, their conduct-to-test conversion increased from 30 percent in first quarter FY 96 to 34 percent in same period FY 97. Interestingly, they conducted fewer appointments, but yielded 10 percent more tests. This admittedly small data sample provides some positive proof that the Army JRISS Multimedia Sales Presentation on the laptop is getting the message to the market and assisting recruiters in getting test commitments.

The proof of concept fielding was extended to the Radcliff Company in January to gather more production and reliability data on a new, more rugged laptop. They finished their training in February, so we will see their results in April.

Next month expect to see information on the exact software package the 3d Brigade will be receiving so that motivated folks can start fine-tuning their computer skills.

New Army uniform items make debuts

Many new Army uniform items will go into soldiers' duffle bags, while some old standbys will be "retired" with full honors.

The old-style black windbreaker was not authorized to be worn after Sept. 30, 1993. The new windbreakers are made of polyester and wool (65/35 percent, respectively) with a velcro-attached liner. The officer windbreaker has a knit collar, cuffs and waistband. The enlisted windbreaker has a standard collar, knit cuffs and waistband.

Both short sleeve and long sleeve male AG 415 shirts without pleated pockets are being replaced by a short sleeve and long sleeve with pleated pockets and in heavier material (3.8 to 4.2 ounces per square yard). The new short sleeve shirt will also have a stand-up collar. Mandatory possession date for the new shirts (two short sleeve and one long sleeve) is Oct. 1, 1999. The current short and long sleeve shirts without pleated pockets will not be authorized for wear after Sept. 30, 1999. The female short sleeve and long sleeve shirts are being replaced by the AG 415 short and long sleeve tuck-in shirts and in heavier material (3.8 to 4.3 ounces per square yard). Mandatory possession date for both shirts is Oct. 1, 1998. The current version of the AG 415 shirts and the overblouse shirts is authorized for wear until Sept. 30, 1999.

The male and female Army green uniform AG 344 is replaced by Army green shade 489. The mandatory possession date for the new shade of the Army green uniform is Oct. 1, 1999. At that time, females must have one coat, two skirts, and two pair of slacks; males must have one coat and two pairs of trousers.

The AG 344 shade of the Army green uniform will not be authorized for wear after Sept. 30, 1999.

The Enhanced Hot Weather Battle Dress Uniform (EHWBUDU) replaced the Hot Weather Battle Dress Uniform. The design changes are: fabric change from 100-percent cotton rip-stop poplin to 50 percent nylon/50 percent rip-stop; fused collar/pocket flaps; removal of waist tab; waist suppressed three inches; and removal of knee pleats.

Mandatory possession date for the EHWBDU is Oct. 1, 1998. The HWBDU will not be authorized for wear after Sept. 30, 1998.

The EHWBDU cap and the temperate BDU cap may be worn interchangeably with the EHWBDU/TBDU uniforms and HWBDU cap until the mandatory possession date of Oct. 1, 1997. On Oct. 1, 1997, the EHWBDU cap will be only with worn EHWBDU, HWBDU, and the TBDU cap will be worn only with TBDU.

The mandatory possession date for the black all-weather coat, double breasted, belted, in a 65/35 poly/cotton fabric, is Oct. 1, 2001. The unbelted black all-weather coat and interim version of the double breasted coat, 50/50 poly cotton fabric will not be authorized for wear after Sept. 30, 2001.

The women's slacks with belt loops replaced the slacks without belt loops. The mandatory possession date for the new slacks with belt loops, one inch black web belt and one and one-eighth inch yellow brass buckle is Oct. 1, 1998. The current dress slacks will not be authorized for wear after Sept. 30, 1999. The new female black oxford shoe replaced the current version of the black oxford shoe. The mandatory possession date for the new shoe is Oct. 1, 1998. The current version of the black shoe will not be authorized for wear after Sept. 30, 1999.

The new neck tab replaced the current neck tab that fastened to the pile fastener underneath the collar of the women's AG 415 shirt. The mandatory possession date is Oct. 1, 1997. The current neck tab will not be authorized for wear after Sept. 30, 1999.

Story ideas?

If you have an idea for a story you'd like to see in an upcoming issue of the *Recruiter Journal*, call (502) 626-0167 or e-mail to:

welkerk@usarec.army.mil



RECRUITING SUPPORT BATTALION

March

Sacramento 3-28 Mar
Indianapolis 25 Feb-6 Mar
Montgomery 4-21 Mar
Tampa 25 Feb-6 Mar
Cleveland 10 Mar-19 Mar
Atlanta 25-31 Mar
Jacksonville 10-28 Mar
New England 25 Mar-4 Apr
Denver 24-31 Mar
Philadelphia 4-21 Mar
Beckley 5-21 Mar
Harrisburg 25-31 Mar
Pittsburg 25-31 Mar
Chicago 25 Feb-7 Mar
Dallas 4-28 Mar
Milwaukee 11-31 Mar
S. California 25 Feb-17 Mar
Salt Lake City 20-31 Mar
Kansas City 4-14 Mar
Des Moines 18-28 Mar
Oklahoma City 4-28 Mar
New York 4-31 Mar
Chicago 4-14 Mar
Columbia 25 Feb-20 Mar
Great Lakes 18-31 Mar
Nashville 24-31 Mar
Columbus 25 Feb-28 Mar

April

Atlanta 1-4 Apr
Portland 2-28 Apr
Albany 8-17 Apr
Jacksonville 8-25 Apr
Montgomery 1-25 Apr
St. Louis 23-28 Apr
Denver 1-25 Apr
Harrisburg 1-10 Apr

Pittsburg 1-11 Apr
Beckley 16-28 Apr
Syracuse 15-28 Apr
San Antonio 1-25 Apr
Cleveland 1-28 Apr
Salt Lake City 1-19 Apr
Milwaukee 1-4 Apr
Denver 28 Apr
Minneapolis 8-28 Apr
Des Moines 2-28 Apr
St. Louis 1-11 Apr
Great Lakes 1-4 Apr
Houston 16-25 Apr
Cleveland 8-25 Apr
New York 1-10 Apr
New England 15-28 Apr
Nashville 1-24 Apr

May

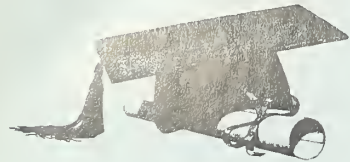
Tampa 29 Apr-9 May
Portland 29-30 Apr
S. California 27-30 May
Miami 13-30 May
Seattle 5-30 May
Sacramento 1-28 May
Raleigh 29 Apr-30 May
Syracuse 29 Apr-2 May
Beckley 29 Apr-2 May
Albany 6-23 May
Syracuse 7-23 May
Cleveland 29 Apr-2 May
New Orleans 29 Apr-9 May
Chicago 6-16 May
Denver 29 Apr-15 May
Minneapolis 29 Apr-16 May
Des Moines 29 Apr-16 May
Milwaukee 20-30 May
Columbus 29 Apr-16 May
Indianapolis 20-30 May
New Orleans 29 Apr-9 May
New England 29 Apr-23 May
Columbia 28 Apr - 30 May

June

S. California 27-30 May

Take a college course, do some college recruiting

by SFC Shelia Jackson, Recruiting
Operations, Training and Education



So, you think your LRLs are exhausted, beat up, or just plain boring? Yet production constantly demands the elusive grad appointment! Here is one way

to keep your grad PMS funnel always full — recruit your college campus.

In USAREC, there has always been emphasis on college recruiting. We have always maintained school folders on our various colleges, vo-techs, and universities, along with any other demographics that we could gather. Until now it seemed as though this requirement to maintain a profile of post secondary institutions was motivated from a regulatory perspective because we could not readily answer the question, what's in it for me now? Let me assure you that there is a *now* return on your investment. Effective recruiting on the college campus requires the recruiters to be knowledgeable of the entire range of Army opportunities. This includes identifying and contacting proper college officials, utilizing advertising and promotional materials, developing effective lead generating activities, and understanding the differences that exist between college and high school students.

Knowledge is power!

A good post secondary program begins with a good high school program. You planted valuable seeds of Army information as you pounded your junior and senior LRLs. To reap your harvest, you must increase your visibility in post secondary institutions. Most colleges make the recruiting force feel unwelcome, restrict their activities and location, and limit the amount of time they can spend on campus.

Try enrolling in your local college for one 50-minute class, and watch your grad production soar. With enrollment into one course, you become a student on campus, not a recruiter! This status allows you unlimited access to admissions, the library, the bookstore, and the student lounge. Your fellow students will soon become comfortable with you as a student, and you will learn all about their tuition woes, their fear of having to drop out because of lack of funds, concerns about how they are going to pay back that massive student loan, and their plans to drop out because college is just not for them.

This is the time to let them know that you would be happy to explain how they would benefit from an Army program during your office hours. Give them a business card and make an appointment for later that evening or the next morning. That is why it is necessary that you be familiar

with the total Army offer. This knowledge should include but is not limited to active Army, Army Reserve, and USAREC special programs.

You must study diligently and memorize these programs so that they can become a part of your everyday conversation with your fellow classmates. The benefit to you is that you make solid, prescreened grad appointments with a high probability of enlisting in the RA or USAR. You have also improved your own professional sales attitude. You are not just talking benefits to prospects, you are demonstrating the Army advantages to all who see you. The Army has now placed on the school campus a recruiter who can talk knowledgeably about any Army opportunity, and you will find out just how easy it is to sell an idea that you believe in.

Deliver the Army's offer

Your post-secondary recruiting success depends on a well thought out, well executed plan. Every recruiter, no matter what level, knows how important the school recruiting program is to mission success.

A good rapport with your high school officials can lead you into real success at colleges and universities. At high schools, ask your counselors who their college contacts are by name. This information will assist you in identifying key COI faculty members and in establishing rapport in your colleges and universities. Contacts that you must make and cultivate are career counselors, job placement representative, veterans representative, admissions director, director of student affairs, ROTC professor of military science, and departmental heads.

Schedule an appointment so you can have uninterrupted time to describe how their interest and the Army's interests coincide. Have with you AR 611-201, Army Careers, to discuss in detail Army career paths. You should be well organized to show Army benefits, qualifications, and a two-to-five-year plan of success. Choose three popular career fields in your area such as medical, criminal justice, computer technology, etc. Use RPIs, handouts, and regulations as evidence. At the conclusion of the meeting, FEBA and close. (The fact is, Mr. Jones, the Army is as interested in education and job placement as you are. These programs I've discussed with you are available to any student who can qualify. The good thing is that you assist a student in continuing their education or locating employment that will provide valuable job experience for them. Wouldn't you agree that an Army enlistment for some students could be in the best interest of the student and the university?)

The most important part of this entire association is timely follow-ups with the officials that you contact. In order to maintain rapport, it is necessary that the same recruiter who

conducted the initial meeting do the follow-up. The purpose of contacting these key officials is to be able to tell the Army's story on campus. There are several advertising mediums to assist in reaching your college audience.

Advertising and marketing tools

Your first step is to inform Advertising and Public Affairs that you request placement of print advertising in your local college newspaper. Ensure that you provide the name of the newspaper and the point of contact. The A&PA shop has generic press releases that they will localize and customize and submit to college and local newspapers. Besides print advertisements, your college radio and television stations will usu-

ally have a spot for public service announcements. The A&PA offers tapes to college radio stations, as follows:

- QYAY — R049, Count On Me, 60 seconds;
- QYAY — R052, Count On Me, 30 seconds;
- QYAY — R054, Recruiter As Resource, 30 seconds.

The tapes for college television stations are:

- QYAY — 7001, Standing Up For Freedom;
- QYAY — 7010, National Anthem;
- QYAY — 7046, Count On Me.

Also be aware of the paid radio and television commercials that are already airing in your area.

What to know

Active Army

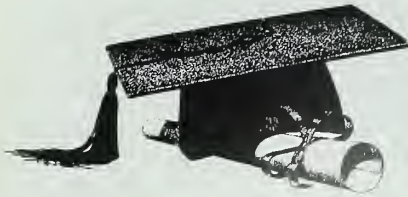
- **Army College Fund** — Know the amounts of the two, three, and four-year enlistment.
- **Loan Repayment Program** — Know the maximum amount and qualifications.
- **Tuition Assistance** — Up to 75 percent while on active duty.
- **Enlistment Bonus** — Current amounts and qualifications
- **Accelerated Promotions** — Become very familiar with AR 601-210, Chapter 2-20, and Chapter 7 ACASP.
- **Delayed Entry Program** — Make sure you know current shipping requirements for grads and hi-grads.
- **Guaranteed Training of Choice** — Make sure you state more than 200 skills, if a vacancy exists and you qualify (that statement puts the burden to qualify on the prospect not you)!
- **Guaranteed Station of Choice** — Again, emphasize if a vacancy exists and you qualify.
- **Job Stability** — The Army has employed soldiers for over 220 years. No corporation can make that claim!
- **Advancement Opportunity** — Equal opportunities based on individual performance.
- **Guaranteed Salary** — Know current pay chart; mention 30 days vacation with pay and medical benefits.
- **Job Experience** — Immediate responsibility to perform the skills you are trained in.
- **Concurrent Admissions Program (CONAP)** — Be thoroughly competent in this subject, it is your bridge to prospects and college officials. Read USAREC Reg 621-2.

Army Reserve

- **Loan Repayment** — Know what units in the area offer this program and the unit vacancies that exist.
- **Incentive Bonus** — Know bonus units and what skills they have at that unit.
- **Educational Benefits** — Be able to quote exact amounts of the Montgomery GI Bill, tuition assistance (it does exist in the USAR — check your units for facts).
- **Reserve Officer's Training Corps** — AR 601-210, USAREC Circular 601-85, USAREC Pam 350-6, USAREC Reg 601-104. Know that ROTC is available at 42 extension centers. There are two programs, two-year and four-year.
- **Simultaneous Membership Program** — Permits a college student to enroll in ROTC and at the same time serve in a reserve unit as an officer trainee.
- **Concurrent Admissions Program (CONAP)** — It is also an excellent opportunity for reservist.
- **Specialized Training for Army Reserve Readiness (STARR)** — Excellent medical program! Read AR 601-210, Chapter 9-12.
- **Specialized Training for Army Reserve Readiness (STARR)** — Excellent medical program! Read AR 601-210 Chapter 9-12.

USAREC Special Programs

- **Army Officer /Warrant Officer Enlistment Program** — Read AR 601-210, Chapter 9, and USAREC Reg 601-91.
- **Army Warrant Officer Flight Training Program (WOFT)** — Read AR 601-210, Chapter 9 and USAREC Reg 601-91.
- **Army Band Program** — Learn requirements and qualifications AR 601-210, Chapter 9.
- **Judge Advocate General Corps (JAGC)** — Direct commissioning; application may be made in senior year of law school. Refer prospects to JAGC recruiting office (800-336-3315).
- **Army Medical Department (AMEDD)** — Know the closest AMEDD health care recruiter's location. Opportunities are available in over 100 medical specialties.



When you are conducting a career day or any event at your colleges, take along life-size soldier cutouts of the Female MP, the Female Old Guard, and the Male Soldier in battle dress uniform and as many exhibits

and displays as your space allows. You are trying to get maximum exposure and attention to your display. Also, be aware that there are slide and talk show kits available at your battalion A&PA. You should be aware of national advertising airing through television, radio, and national magazines. These advertising schedules are also available to you through your battalion A&PA office.

The last bit of hi-tech advertising that you should be aware of is the Army's homepage at WWW.GOARMY.COM on the Internet. You should ask students if they've seen the homepage because college students are surfing the Internet in droves. The page features downloadable screen savers and photographs as well as detailed information about different Army programs and items of current interest. If you have a sales interview in a dorm room or anywhere you have access to the Internet, access the Army Recruiting Homepage and use it as an electronic sales book.

Generate leads

All of this high visibility and advertising is done in an effort to generate viable leads that have a sincere interest in the Army and Army Reserves. Another way to prospect for your hi-grads is already available to you through the LEADS system. Screen your leads cards (hard copy and electronic) for the education block. Look for the number 13 or higher or the classification "hi-grad." This is a prospect who has expressed an interest in the Army and might be available to ship now!

Throw away all preconceived notions that leads cards don't work because the prospect only wanted socks. If they only wanted socks, they could have gone to K-Mart; they didn't because they wanted Army socks, which means there is some level of interest there even if it's only the color green (for the professional Army recruiter that's interest enough).

Lead cards are valuable but you must take advantage of the edge they give you. Never call a "hi-grad" lead; face-to-face them! This person wrote to your Army and requested additional information about the Army. Your Army, being the professional organization it is, responded to that request by sending an Army sergeant to personally answer their questions.

Lead referrals will also begin to come from the COIs that you have cultivated on campus. Ask your college DEP and DTP members to become active in identifying students you should talk to. Try and obtain the stop-out list for the last two semesters. Also, with your student ID card, you can now go to admissions or student affairs and request a student directory (hi-grad LRL), but what is of equal importance is you can put your name, phone number, and other office information in the next edition (free advertising).

(For additional sources of leads, refer to the January 1997 *Recruiter Journal* "Pro Talk").

College students are different

Some profound differences exist between college students and high school students. College students are older and more mature (18 and older with the authority to buy), and some are probably incurring personal debt to pay for tuition. These students are more focused on opportunities in the workplace following graduation. Your presentation should relate to their major or academic interest without selling a particular military occupational specialty. For example, talk about the law enforcement management field, not just the military police if a prospect's major is police science. Use the USAR job vacancy report to show opportunities available on a part-time basis through the USAR.

There is a stop-out cycle that exists at every post-secondary institution. It doesn't matter if your institution is on the quarter or semester system, the same principles apply. There are three times during every semester that students are more likely to dropout. One usually occurs six weeks into the semester when students can withdraw with no academic penalty and still receive a refund.

The key to success of your post-secondary recruiting plan is execution.

Secondly, after 11 weeks into the semester, students can still withdraw with no academic penalty, but there is no refund. The third time stop-out is high is after the semester ends and grades are received; then tuition must be paid for the next semester. If you know your post-secondary school's schedule, these are the times to screen your grad LRLs for "COL" and to increase your face-to-face time on the campus.

The key to success of your post-secondary recruiting plan is execution. You must establish contacts, follow up on those contacts, and make your presence known on campus. This must be a conscious, dedicated effort that is cultivated daily. Focus yourself on your school recruiting program because it will net you immediate results — contracts who can ship now, and an endless funnel that can ship later.

Remember, establishing and maintaining rapport and credibility is our lifeline. Always follow guidelines set by the schools and emphasize the Army's desire that students stay in school and graduate.

If USAREC, (and therefore our Army) is to accomplish its mission, we sergeants, Regular and Reserve, must discipline ourselves to be proactive and declare everyday, "I am an NCO, count on me!"



Chief of Staff of the Army Recruiters of Excellence

SPECIAL AWARDS CEREMONY
Jan. 24, 1997

Regular Army Recruiters

SGT Marlon Reyes	New York City Bn
SGT Gregory Kerr	Tampa Bn
SFC Michael Meldrum	Milwaukee Bn
SGT Earl Smith	Oklahoma City Bn
SGT Emerson Paranada	Portland Bn

USAR Recruiters

SFC Iram Betancourt	New York City Bn
SFC Robert Hanson	Tampa Bn
SSG Tonya Mosley	Indianapolis Bn
SFC Gary Augustine	Kansas City Bn

On-Production Station Commanders

SSG Lowell Collins	Pittsburgh Bn
SFC David Bennett	Nashville Bn
SFC Matthew Cummings	Minneapolis Bn
SSG Kodaro Ala	Portland Bn

Limited-Production Station Commanders

SFC Juan Torres	Miami Bn
SFC Kimbrew Murrell	Great Lakes Bn
SFC Michael Snyder	Southern California Bn

First Sergeants

1SG Michael Edwards	New York City Bn
1SG Jose Rivera	Miami Bn
1SG Edmund Williams	San Antonio Bn
1SG Leo Barrington	Sacramento Bn

Regular Army Army Medical Department

SFC Gail Nolan	1st Recruiting Bde
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USAR Army Medical Department

SFC Russell Young	1st Recruiting Bde
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USAR Technical Warrant Officer Recruiter

SFC Jerome Solomon	1st Recruiting Bde
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Recruiters of Excellence

by Kathleen Welker, RJ editor

In a Pentagon ceremony on Jan. 24, GEN Ronald H. Griffith, vice chief of staff, presented the Chief of Staff of the Army Recruiter of Excellence Association Award to 23 Army recruiters from across the country.

The award was established in 1984 to recognize those Army recruiters who contributed significantly to the recruiting mission and thereby had a direct impact on Army readiness. Almost 1,000 Army recruiters qualified for the award in FY 96; the top recruiter in each recruiting brigade in each category received their awards at the Pentagon ceremony.

"What you do for the Army cannot be overstated," GEN Griffith said to the assembled recruiters. "We are very mindful that you have one of the toughest jobs we ask soldiers to do. Recruiting is a critical mission for the Army and our nation. Quality soldiers are absolutely essential to the long-term success of our Army, and we are very appreciative of what you do for our Army."

Griffith described an Army operation in Bosnia that could have turned disastrous had the American soldiers not maintained discipline and exercised good order. This single action was one of many tributes to the high quality soldier that Army recruiters are enlisting.

"The world today is far more complex than it was during the Cold War period," Griffith said. "We have experienced a revolution in the way we fight, and we depend on young soldiers who can master the technology. We will fail if we don't get quality soldiers. That is why the mission of the Army recruiter is so critical."

At the ceremony, each recruiter received a certificate and coin in a laser-engraved presentation box from the CSA.

A golden opportunity

by Tom Tiernan, USAREC TAIR coordinator

Recruiters got some new teammates Oct. 1, 1996. The Golden Knights, the Army's official aerial demonstration team, are now part of Recruiting Command.

The orders making the US Army Parachute Team part of the recruiting family, however, simply formalized a long-standing relationship between the Army's best parachutists and recruiters.

Since their inception in 1959, the Golden Knights have dedicated themselves to enhancing the Army's image and assisting recruiters all across the nation. As the Army's goodwill ambassadors they have performed over 7,500 live aerial demonstration in all 50 states and in 45 foreign countries.

The Golden Knights, however, are more than just a demonstration team. They are world class athletes who have established an astonishing record of achievement. In 1996, the team captured the US National Team title for an unprecedented eleventh consecutive year. They have also won 13 world team titles and produced 119 national and 23 world champion parachutists.

The 89 men and women of the Golden Knights are divided into six sections: two demonstration teams, two competition teams, and aviation and headquarters sections.

The two demonstration teams, known as the Black and Gold teams, are scheduled to appear before more than 13 million Americans at air shows or open houses in 31 recruiting battalions during their 1997 show season. They will also visit hundreds of schools to support the recruiting effort as part of the Total Army Involvement in Recruiting (TAIR) program.

Each air show or open house where one of the teams appears provides a "golden opportunity" for recruiters to prospect and generate leads. All events featuring the Golden Knights, the Air Force's Thunderbirds or the Navy's Blue Angels, are required by the Department of Defense to provide free prime space to recruiters of all services.

The Golden Knights open their demonstration by delivering the American flag to local officials. "This provides recruiters an opportunity to be a part of the show," according to SFC Kevin McDougall, Golden Knights operations NCO.

"We like to have the recruiters on hand to conduct a flag folding ceremony and to present it to our narrator. This lets us recognize the recruiters at the very beginning of the show," he explained.

Following their demonstration, the Golden Knights invite the audience to join them at the Army Recruiting display where they fold their parachutes, answer questions, and sign autographs. "This is an excellent opportunity for recruiters to meet possible prospects," McDougall pointed out.

For the 1997 show season, which runs from March 22 to mid-November, the recruiters in battalions where the Golden Knights will appear receive a shipment of Recruiter Publicity Item (RPI) 268, Golden Opportunities. This new RPI will allow prospect-age audience members to request a Golden Knights poster. Their request will also generate a lead for the recruiter.

In addition to performing at air shows and open houses, the Golden Knights will remain in selected battalion areas to visit schools with recruiters. During add-on day opportunities, the Golden Knights will jump twice a day, if requested, and then break up into three four-person speaking teams. If jumps can't be arranged, the speaking teams can be used at several different schools.

According to McDougall, the typical classroom presentation consists of an introduction by a recruiter, an eight-minute video, a discussion of parachuting techniques and equipment, and allowing a student or teacher to don the Golden Knights uniform and equipment. All presentations begin with an introduction by the recruiter and end with a brief discussion of Army opportunities.

The Golden Knights will also conduct plane-side briefings for Delayed Entry Program (DEP) members or centers of influence (COIs).

"We'll do whatever we can to help the recruiter," McDougall said.

The Golden Knights show schedule is controlled by the Department of Defense. Military and civilian organizations wanting to use the team must submit their requests by October 1 of the year prior to the event. The requests are reviewed to insure they meet legal and regulatory requirements.

A scheduling conference held each October develops the schedule based upon DoD and Department of the Army requirements and recruiting priorities. Several months of coordinating with the requesters produces a final schedule which must then be approved by the Assistant Secretary of Defense for Public Affairs.

Once the schedule is completed, the Golden Knights and the USAREC Total Army Involvement in Recruiting (TAIR) coordinator work to identify add-on days that can be made available to recruiting battalions.

"Due to the cost involved in sponsoring the Golden Knights to appear at a civilian air show or open house, we recommend battalions let the civilian sponsors take care of those costs," explains CPT Fred Kane, chief, Local Advertising and Promotions Division (LAPD), USAREC Advertising and Public Affairs. "It is more cost-efficient for battalions to take advantage of the opportunity to use add-on days when the Golden Knights can get into schools, speak before civic groups, and do media interviews."

Unless it is a major event such as the Olympics, which will generate national or worldwide awareness for the Army, the Golden Knights usually will not travel to a location just to jump into a sporting event, because it isn't cost-efficient.

The Golden Knights are currently undergoing winter training at Yuma Proving Grounds, Ariz., to prepare for the 1997 demonstration and competition seasons. As the teams soar through the air, not only will they be aiming at the target and new championship, they'll also be aiming to continue their tradition of providing world-class support to recruiters.

— The Golden Knights support TAIR

1997 Golden Knights Schedule

<u>Date</u>	<u>Location</u>	<u>Event</u>	<u>Battalion</u>
March			
22-23	Victorville, CA	High Desert Airshow	So. Cal.
24	Crested Butte, CO	Airshow	Denver
April			
5-6	Patrick AFB, FL	Airshow	Tampa
12-13	McEntire ANG, SC	Airshow	Columbia
12	Yuma MCAS	Open House	Phoenix
13	Fresno, CA	Air Nat'l Guard Open House	Sacramento
18-20	Anniston, AL	Alabama Internat'l Airshow	Montgomery
20	Barksdale AFB, LA	Open House	New Orleans
May			
3	Barnwell, SC	Armed Forces Day	Columbia
3-4	MacDill AFB, FL	Airfest '97	Tampa
4	Raleigh-Durham, NC	Air Expo	Raleigh
10-11	Thomaston, GA	Airshow	Atlanta
10-11	Ottawa, Canada	Airshow	
15	Fort Meade, MD	Armed Forces Week	Baltimore
17-18	Andrews AFB, MD	Joint Service Open House	Baltimore
17-18	Hickory, NC	Airshow	Raleigh
20	Manassas, VA	DARE Show '97	Baltimore
24-25	Columbia, MO	Salute to Veterans Celebration	St. Louis
24-25	Bridgeport, CO	Airshow	Albany
30-1 June	Broomfield, CT	Airshow Colorado	Denver
31-1 June	Willow Run, MI	Air Michigan Airshow	Gr. Lakes
June			
7	Scott AFB, IL	50th Anniversary USAF	St. Louis
7-8	Kalamazoo, MI	High On America Airshow	Gr. Lakes
8	Grissom ARB, IN	Open House	Indianapolis
14-15	Dover AFB, DE	Open House	Philadelphia
14-15	Oklahoma City, OK	Aerospace America	Oklahoma City
16	Fort Polk, LA	Open House	New Orleans
21-22	NAS/JRB Willow Grove, PA	Sounds of Freedom Airshow	Philadelphia
21-22	McConnell AFB, KS	Open House	St. Louis
28-29	Hill AFB, UT	Open House	Salt Lake City
28-29	Niagara Falls ARS, NY	Open House	Syracuse
July			
3	Dubuque, IA	4th of July	Des Moines
3-5	Battle Creek, MI	Airshow	Gr. Lakes
4-6	St. Louis, MO	Airshow	St. Louis
12-13	Missoula, MT	Airfest '97	Salt Lake City



12-14	White Lake, NY	Airshow	Albany
17	Rhineland, WI	Airshow	Milwaukee
19-20	Van Nuys, CA	Aviation Expo '97	Los Angeles
19-20	Dayton, OH	Airshow	Columbus
23-24	Cheyenne, WY	Airshow	Denver
25-27	Sioux City, IA	River Cade	Des Moines
26-27	NAS Whidbey Island, WA	Sea 'N Sky Fest	Seattle

August

2-3	Pittsburgh, Pa	Three Rivers Airshow	Pittsburgh
2-3	Avoca, PA	Airshow	Harrisburg
9-10	Marysville, CA	Airshow	Sacramento
9-10	Goshen, IN	Airshow	Indianapolis
11	Johnstown, PA	Airshow	Pittsburgh
16-17	Columbus, OH	Rickenbacker Airshow	Columbus
16-17	Kankakee, IL	Air Festival	St. Louis
23-24	North Clarendon, VT	Rutland Airshow	Albany
23-24	McGuire AFB, NJ	Open House	Philadelphia
30-31	Sellersburg, IN	Airshow	Indianapolis

September



6-7	Swanton, OH	Toledo Airshow	Cleveland
6-7	Grand Junction, CO	Airshow	Denver
13-14	Fort Smith, AR	Airshow	Oklahoma City
13-14	Syracuse, NY	International Airshow	Syracuse
20-21	Youngstown, OH	Airshow	Cleveland
20-21	Topeka, KS	Airshow	Kansas City
27-28	Cleveland, OH	Airshow	Cleveland

October

4-5	Charleston AFB, SC	Air Expo '97	Columbia
11-12	Myrtle Beach, SC	Airshow	Columbia
11-12	NAWS Point Mugu, CA	Airshow	Los Angeles
18-19	Liberal, KS	Mid-America Airshow	Kansas City
18-19	Edwards AFB, CA	Open House	Los Angeles
25-26	Tulsa, OK	Airshow	Oklahoma City

November

1-2	Eglin AFB, FL	USAF 50th Anniversary	Montgomery
1-2	NAS Cecil Field, FL	Open House	Jacksonville

			1997			
Pray 						
	Plan		<i>high school visits 0800 - 1100 police checks**</i>		<i>appt. 1900 8479 Forest Ct.</i>	<i>DEP function 10 - 1400</i>
<i>Kayla's dance recital, 1400</i>		Practice				
		and Press on				<i>Sat. processing 0600</i>
	<i>end of mon.</i>			by Chaplain (MAJ) David Norvell, 2d Bde		

Pray, plan, practice, and press on toward the mark! Copy this slogan on a card for your desk or a label on the front of your daily planner as your philosophy for success. Recruiting successfully in today's world challenges the Army's best and requires simple, effective methods of managing daily life. A prayer, a plan, practice, and pressing each day will work.

Prayer is not kid stuff

Daily prayer is not "kid stuff." It's adult, reality-based, mature, and wise behavior. Prayer taps into the spiritual side of life. You limit yourself as a whole person when you neglect spending a few minutes a day in prayer, quiet, or meditative reading. I often encourage individuals to use the "serenity prayer" when they aren't sure where to start. This well-known prayer says:

"God, grant me the patience to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference."

Plan for success

Prayer never excuses poor planning or a lack of action. Even Israel's leader Joshua had a plan for conquering the city of Jericho. Plan, plan, plan for success. Use your daily planner as your diary, strategy map, and "bible" for success. Plan your goals, details of your strategy, family time, and every facet of your life. Make your lists of

"things to do," prioritize, suspense yourself, and re-evaluate regularly.

Practice along the way

My suggested formula for success assumes practice all along the way. Certainly, as soldiers we know mission success depends heavily on effective training. We must always trust our prior training, update it, keep it positive, and most of all *do* it. Practice may not always make perfect, but it is vital for success. Tiger Woods, the newest professional golf star, after hearing the media refer to him as a "child prodigy" and "a natural," said, "I worked my butt off to get here." Practice often overtakes natural ability to win the race.

Press means work and action

"Plan your work and work your plan!" The word "press" implies persistent work and action. Pressing also means keeping your objective clear and your actions focused. University of Arkansas basketball coach Nolan Richardson called his full court press "forty minutes of hell." Press means intensity. Soldiers on alert and in combat know intensity. Christians who read the life of Christ see intensity. Giving our best to God and to our country demands intensity and pressing produces success.

Pray as if it's all up to God. Practice, plan, and work as if it's all up to you!

Not always disqualified:

Waivers for Ritalin use explained

by Kathleen Welker, RJ editor

Do you know what an old wives' tale is? It's a story about something that has no basis in fact, but because it sounds plausible, people believe it.

There's a current old wives' tale making the recruiting rounds these days, and it's about a drug called Ritalin. Ritalin is a much-prescribed medication used in the treatment of behavioral syndromes such as hyperactivity in children and adolescents. DoD Directive 6130.3 (Physical Standards for Appointment, Enlistment and Induction) says that having a history of taking Ritalin is a disqualifier for military service.

Recruiters may hear the word "disqualifier" from other recruiters and lose interest in an applicant who may be waiverable.

The truth in the tale is that, yes, having taken Ritalin is a disqualifier; however (and this is a big however), each service has physicians who are the waiver authority for such disqualifying conditions. The Army's waiver authority is COL Richard A. Steiner, the USAREC command surgeon. He considers each person on an individual basis for waivers, and looks at the whole record before deciding whether to grant a medical waiver.

Steiner described the reasons why Ritalin is included in the list of medications that prove disqualifying for young applicants. Ritalin is a systemic medication that affects mood. It is a psychostimulant. The stimulants exert their major neurobehavioral effects by decreasing excessive variability in arousal and reactiv-

ity. Short-term side effects of psychostimulants include headaches, abdominal discomfort, irritability or depression, appetite suppression, and sleep problems.

Another reason it is disqualifying for active duty is that it makes it difficult for someone taking the medication to be worldwide deployable, as Ritalin is not stocked in most forward medical facilities. It is a Class 2 substance and tightly controlled, requiring additional security measures. In adults it is prescribed for narcolepsy, which is falling asleep! So it's probably not a good idea to have someone with current conditions that require the drug on active duty.

When Steiner receives a packet requesting a waiver on a young person who has a history of taking Ritalin, he reviews the whole chart. He considers how long and when the medication was taken, what sports (if any) were played, which activities the applicant participated in, any job history, et cetera. He estimates that he grants a medical waiver for 95 percent of the requests he receives for Ritalin.

"If the applicant is not currently taking the medication, and is off Ritalin for a year, is otherwise healthy, and has other attributes such as having been on the debate team or playing organized team sports, then the chances are very good that I will grant a waiver," Steiner explained. "All of those factors, taken in totality, indicate to me whether the individual is fully capable of succeeding in the military."



Steiner went on to describe a steering committee at the Pentagon that is currently conducting a statistical review of all medical waivers with a view to revising the DoD directive on accessions. The review will track waiver accessions through basic training and their first term, to determine how many enlistments that required a waiver actually complete their tours of duty. For example, if the directive requires a waiver for allergic asthma and most enlistees with an allergic asthma waiver successfully complete their initial enlistments, then perhaps allergic asthma should not need a waiver. This type of study and review will assist in further refining the DoD directive on accessions.

What does all this mean to the recruiter? In the main, it means that if a prospect tells you that he or she had taken Ritalin as a child, you should not automatically dismiss the possibility of enlisting that young person. Most packets requiring a waiver for Ritalin are, in fact, waived, and DoD is studying how those waivers affect ultimate military readiness.

If a prospect says, "I took Ritalin," keep asking questions, continue the process — that applicant may be one of your future successes!

If you have any doubts about pursuing an applicant with a history of taking the medication Ritalin, call Dr. (COL) Steiner at 502-626-0531 (DSN 536-0531). He will tell you immediately if a waiver is possible and give you guidance as to how to proceed through the MEPS process with the applicant.

MTV: Live at Fort Benning!

by *CPT Max Muramoto, USAREC Advertising and Public Affairs*

"You're watching MTV from 'the Worm Pit,' US Army Ranger School. Rangers lead the way! HOOAH!"

"Hey folks, Simon Rex here, coming at you from Fort Benning, Georgia, US Army, and we're here to see how the Army trains soldiers to parachute from airplanes...but first, here's the latest from Sheryl Crow..."

What — MTV? And the Army?

Yes, for three days in January, Music Television (MTV) brought their unique brand of off-beat humor and music-video camera style to Fort Benning in order to film video clips for a four-day music video countdown program.

Simon Rex, MTV VJ (video jockey) and on-camera host for "MTV Prime Time," joined Fort Benning soldiers in a variety

of on- and off-duty situations including: morning PT, airborne training (including the 34' and 250' parachute towers), Army Ranger School, flying in a UH-60 helicopter, riding in an M2 Bradley fighting vehicle, training with the Army Shooting Team, riding along with the military police, and visiting barracks rooms and recreational facilities. The segments also showcased individual soldiers like SGT Theresa Dewitt, US Army Marksmanship Unit, '96 Olympian, and '96 Armed Forces Female Athlete of the Year, as well as cutting edge technology like the "Land Warrior" dismounted 21st century soldier prototype and the virtual reality SIMNET battlefield simulator.

The program's intent was to familiarize viewers with the Army lifestyle and dispel common misperceptions about how soldiers live and work.

Music Television personnel came away with their original perspective about the Army changed. They were pleasantly

After riding in an M2 Bradley fighting vehicle, VJ Simon Rex talked about Army life and training with members of D Co, 1-30th Inf, 3-3ID(M). (Photos by Max Muramoto)





VJ Simon Rex got a few shooting tips from SGT Theresa Dewitt, US Army Marksmanship Unit.



At left: Rex got a kick from his first UH-60 helicopter ride. Below: SGT Scott Decker describes the Land Warrior prototype for the MTV audience.



surprised by the professionalism and behavior of the soldiers with whom they came in contact. "A lot of perceptions about the Army come from movies. Most of them turned out to be untrue," said MTV producer Edward Capuano, who directed the filming.

They also came away with a newfound sense of respect for the job that soldiers do. VJ Simon Rex said "You would never get me to jump out of an airplane the way those guys do."

What was their most spectacular moment? "Definitely going up in a C-130, watching airborne students jump out. They knew what they had to do... the soldiers had trained for that moment, and when that moment came, they executed it..... It was incredible to watch," Capuano said.

Soldiers from several Fort Benning units found themselves rubbing shoulders with Simon Rex, with a chance to be on national television.

**VJ Simon Rex climbs with
Ranger candidates at the
"Worm Pit" confidence course.**

"It was pretty cool... to show what's done in the field," said SGT Chris Painter, D Co, 1-30th Inf, 3-3ID(M), who led the dismounted infantry squad during the M2 Bradley segments. "Maybe some kid will see this on MTV and think, 'I'd like to do that'."

"I grew up watching MTV and always wanted to be a VJ," said PFC LaDawn Turner, a broadcast journalist assigned to A Co, 1-11th Infantry, whose billets room was visited by MTV. "I liked showing MTV viewers that the military isn't like you see in the movies, that we live like normal people."

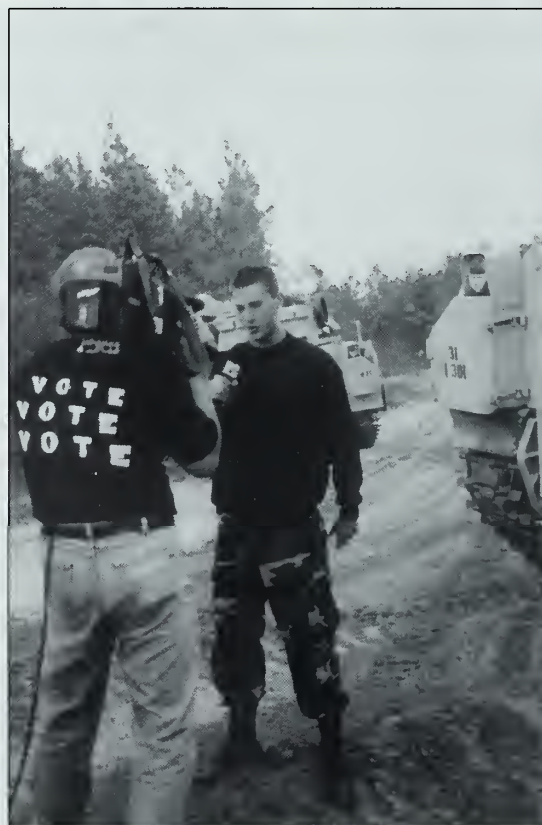
Because the Army buys so much advertising time on MTV, the network offered up the segments as a free bonus to the Army. The network "is always looking for exciting venues to host video programs from... to get out of the studio," said MTV marketing manager, Adrie Amadruto-Hoffman, who accompanied the film crew at Fort Benning. The program also hopes to achieve the goal of changing the Army's image with younger viewers, to "look cool," Amadruto said.

Why advertise on MTV?

Army Recruiting Command advertises heavily on MTV due to the preponderance of teenagers watching it. According to statistics from Teenage Research Unlimited, MTV is the top network among teenage cable TV watchers, and in a recent study 75 percent of prospect-age American youths watched MTV during a typical week. "That translates to enormous visibility to our target audience," said MAJ Michael McGurk, a USAREC advertising research analyst.

Editor's note: The MTV segments aired Feb. 9-16, and MTV will provide the footage to USAREC. Plans are to distribute copies of the tape to each recruiting station, to provide a non-biased, independent reference of Army life, from a source teens trust.

**At right, Rex films an "MTV Prime Time"
segment with M2A2 Bradley vehicles.**



Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KY 40121-2726

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FORT KNOX KY 40121-9972



Fold here first

Planning your future

by Laura Paul, Army Retirement Services

As recruiters, you spend long hours telling young people to think about their futures. But what about your future? Have you taken the time to think about what life will be like for you and your family after the Army?

Just as recruiters guide those about to begin Army careers, Retirement Services Officers (RSOs) guide those about to end their Army careers. RSOs are located at all major Army installations. Even if visiting an RSO means setting aside some time and taking a trip, you owe the same commitment to yourself and your family that you give to your job and your recruits.

— Take some time to make sure you and your family let the Retirement Services team do all that it can do to prepare you for your future.

Call your RSO for information about retirement, even if retirement is several years down the road. RSOs can talk to you about important retirement issues such as the Survivor Benefit Plan (SBP), which lets you continue to provide a part of your retired pay to your family after your death. You can get information from your RSO one-on-one or as part of a group at a preretirement briefing.

Most RSOs host an annual Retiree Activity Day where retirees and their families gather to hear about benefits and discuss retirement issues. This is another opportunity to learn about retirement and to solicit help from the group the Army has called adjunct recruiters. Retirees have earned this title by encouraging family members, neighbors, and young people in their communities to consider Army careers. So attending an Retiree Activity Day could help your own future and your recruiting effort.

You'll usually leave your RSO carrying information in your head and hand — information papers, trifold on SBP, health care and other issues, videos on SBP and

planning for retirement, the RSOs' installation retiree newsletter, and *Army Echoes*. This publication is a quarterly bulletin for Army retirees published by the Army Retirement Services Office of the Deputy Chief of Staff for Personnel. To help active duty soldiers prepare for retirement, *Army Echoes* is sent to soldiers with 19-plus years of service. Address tapes taken from your personnel record are used to mail *Army Echoes*; home addresses have been used for officers, duty addresses for NCOs. If you have 19-plus years of service and are not receiving *Army Echoes*, check your address with your personnel office. You can obtain back issues from your RSO.

You can also hear more about retirement at Recruiting Command Family Symposia where Army Retirement Services deputy chief Max Beilke speaks on retirement. Mr. Beilke has addressed several USAREC, brigade, and battalion symposia.

You spend long hours telling young people that the Army teaches its soldiers and their family members how to take care of themselves. Take some time to make sure you and your family let the Retirement Services team do all that it can do to prepare you for your future. The following page is a state-by-state listing of Army Retirement Services Offices.



Alabama — Redstone Arsenal, Fort Rucker (205) 876-2022 or (800)240-9373

Alaska — Fort Richardson (907) 384-3500

Arizona — Fort Huachuca (520) 533-5733

Arkansas — Fort Sill, Okla. (405) 442-5963

California — Fort Irwin, Concorde (619) 380-5060 or (800)213-4354 (or Fort McCoy, Wis.)

Colorado — Fort Carson Fitzsimons Garrison (303) 361-8517 or (800) 880-7868

Connecticut — West Point, N.Y. (914) 938-4217

Delaware — Fort Meade, Md.; D.C.; Fort Myer, Va.

Florida — Naval Training Center, Orlando (407) 646-4217

Georgia — Fort Benning (706) 545-2715; Fort Gordon (706) 791-2654; Fort McPherson (404) 752-3219; Fort Stewart (912) 767-3096

Hawaii — Fort Shafter (808) 438-2798

Idaho — Fort Carson, Colo., (303) 361-8517 or (800) 880-7868; or Fort Lewis, Wash.

Illinois — Fort Leonard Wood, Mo; Fort McCoy, Wis.; Fort Knox, Ky. (502) 624-1765

Indiana — Fort Knox, Ky. (502) 624-1765

Iowa — Fort McCoy, Wis. 1-800-452-0923

Kansas — Fort Leavenworth (913) 684-2041; Fort Riley (913) 239-3320

Kentucky — Fort Campbell (502) 798-5280; Fort Knox (502) 624-1765

Louisiana — Fort Polk (318) 531-4515

Maine — Fort Drum, N.Y. (315) 772-6434

Maryland — Aberdeen Proving Ground (410) 278-7017; Fort Meade (301) 677-7433

Massachusetts — West Point, N.Y. (914) 938-4217

Michigan — Fort McCoy, Wis. 1-800-452-0923; lower Mich.— Selfridge ANGB (810) 307-5580 (or Fort McCoy)

Minnesota — Fort McCoy, Wis. 1-800-452-0923

Mississippi — Fort Rucker, Ala. (205) 876-2022 or (800)240-9373

Missouri — Fort Leonard Wood (573) 596-0947

Montana — Fort Lewis, Wash. (206) 967-5913

Nebraska — Fort Riley, Kan. (913) 239-3320

Nevada — Fort Irwin, Concorde (619) 380-5060 or (800)213-4354 (or Fort McCoy, Wis.)

New Hampshire — Fort Drum, N.Y.

New Jersey — Fort Dix (609) 562-2666; Fort Monmouth (908) 532-4673

New Mexico — Fort Bliss, Texas (915) 568-5204

New York — Fort Drum (315) 772-6434; Fort Hamilton (718) 630-4930; Watervliet-Wed/Thurs. (518) 266-5169; West Point (914) 938-4217

North Carolina — Fort Bragg (910) 396-5304

North Dakota — Fort Riley, Kan. (913) 239-3320

Ohio — Fort Knox, Ky. (502) 624-1765

Oklahoma — McAlester Plant (918) 421-7549; Fort Sill (405) 442-5963

Oregon — Fort Lewis, Wash. (206) 967-5913

Pennsylvania — Carlisle Barracks (717) 245-4501; Oakdale (412) 693-2186; Tobyhanna Depot (Tues/Wed/Thurs.) (717) 895-7019

Rhode Island — West Point, N.Y. (914) 938-4217

South Carolina — Fort Jackson (803) 751-6715

South Dakota — Fort Riley, Kan. (913) 239-3320

Tennessee — Fort Campbell, Ky. (502) 798-5280

Texas — Fort Bliss (915) 568-5204; Fort Hood (northern and central Texas only) 1-800-403-6640; Fort Sam Houston (210) 221-0761

Utah — Retiree Council (801) 965-8773

Vermont — Fort Drum, N.Y. (315) 772-6434

Virginia — Fort Belvoir (703) 805-3682; Fort Eustis (804) 878-2953; Fort Lee (804) 734-6973; Fort Monroe (804) 727-2093; Fort Myer (703) 696-5948

Washington — Fort Lewis (206) 967-5913

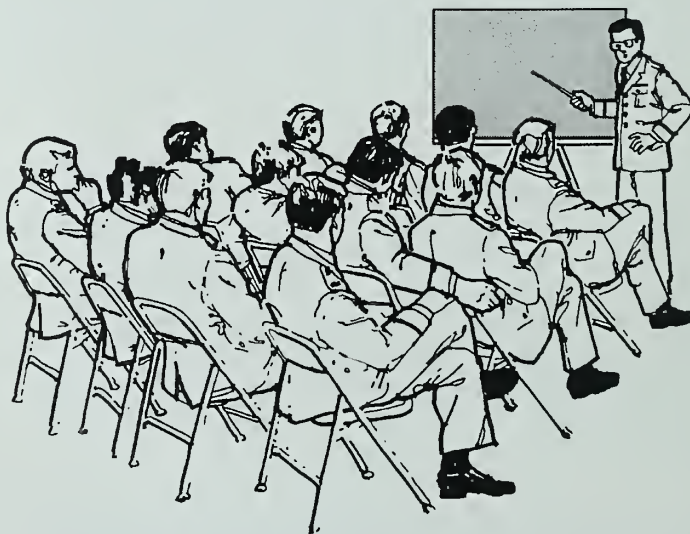
West Virginia — Fort Knox, Ky. (502) 624-1765

Wisconsin — Fort McCoy 1-800-452-0923

Wyoming — Fort Carson, Colo. (303) 361-8517 or (800) 880-7868

Puerto Rico — Fort Buchanan (787) 273-3842

Panama — Fort Clayton (01150)787647



Why join the Army?

Reprinted with permission from the Army Research Institute (ARI), from the Summer 1996 issue of The ARI Newsletter.

by Dr. M.A. Fischl

Why do young people join the Army? What do they think about as they make this decision? What factors do they consider? Who helps them or influences them? These are some of the questions that ARI's Organization and Personnel Resources Research Unit (OPRRU) addressed when it developed a model of the enlistment decision process.

OPPRU has been conducting research to understand the military enlistment decision-making process of young people. The most recent accomplishment is a model of the decision process. The model development was based on computer-assisted telephone interviews with a nationally representative sample of 2,731 young men and their parents, and analysis of enlistment records obtained from Military Entrance Processing Command files.

How good is the model, and how do we know that it corresponds to any real world events? The multiple correlation between the model's variables and stated enlistment intentions is 0.90. In addition, ARI has been told that in many ways the model confirms what good recruiters know, having learned these things through experience.

The model indicates that young men's views of their parents' receptiveness is the most important single influence in their enlistment decision-making. This means that advertising messages pointed toward parents, and other messages showing young people talking with parents, are potentially very powerful influencers.

It also means, to recruiters, that making and maintaining contact with parents is very important, and it becomes more and more important the closer the prospect is getting to decision time and the actual entry date.

A stated favorable attitude toward the Army, primarily as a means for personal self-development, is an important predictor of enlistment intentions and actions. This means that the self-development theme, "Be All You Can Be," continues to be a useful component of advertising messages.

To most of the military-age population, self-development is much more than money for college. Money for college may be important to a subset of youth, and market research should be able to indicate the best ways to reach that subset, but development of self-confidence and reaching their self-potential are the motivators for most.

Young men's impressions that their friends are enlisting is another important motivator. This means that recruiters should be sure to mention to prospects the names of people from the same high school, from the same neighborhood, etc., who have



enlisted recently. If data bases are not set up this way and readily accessible at recruiting stations, the model's results indicate that they should be.

In addition to parents as influencers of the enlistment decision, how young people think their friends would view their enlistment is important. If they believe their friends think it is not a bad idea, their enlistment intentions go up. Conversely, if they think enlisting would send a negative signal to their friends, enlistment intentions go down. This means that emphasizing the social desirability of the Army way of life, an Army job, an Army career — "your friends are doing it, it might be right for you" — should pay off. Recruiters must also be prepared to counter any trace of concern that friends might not think well of the prospect doing this.

The model's outcomes confirm the view the Army has developed, that the youth market is a dual market consisting of college-bound individuals and "work-bound" individuals. Importantly, those who see themselves as college-bound are in general poor prospects to enlist, although some of them may subsequently serve as officers commissioned through on-campus ROTC programs.

The model indicates that the other portion of the market, the "work-bound" young men, might consider enlisting and should be approached.

There is a group that could be called "false negatives." These are individuals who express no interest in enlistment when approached, but who in fact do subsequently enlist. This means that recruiters would do well not to disqualify from further consideration those prospects who express no interest. The model's results indicate the paradox that most young men who enlist had previously stated that they had no interest in doing so. This transition from negative propensity to positive enlistment behavior may be the way parental influence affects the enlistment decision process. If so, it reiterates the importance of advertising to parents and recruiter contacts with parents. Developing an in-depth understanding of negative propensity is part of the follow-on work in this program.

Teenage Research Unlimited (TRU) Fall 1996 Key Findings

by CPT Randall K. Cheeseborough,
Advertising Research, PAE

One of the most valuable tools USAREC's market analysts have is the Teenage Research Unlimited (TRU) direct mail survey, which represents all geographic regions and races in proportion to the national population. This study is of interest to USAREC because it is the only quantitative research available for the younger teens (12-15 year olds), who will be USAREC's prime market in three to six years.

The direct mail survey consists of the Teenage Market and Lifestyle Study and the USAREC Proprietary Section. The Teenage Marketing and Lifestyle Study concentrates on market and media habits of teens. The Market Research Group TRU designs all questions for the Market and Lifestyle Study. The sample size for the study is approximately 2,000 teens (12-19 year olds). The proprietary section focuses on important reasons to consider military enlistment and which military service is best for each attribute. Program Analysis and Evaluation Directorate designs all questions for the proprietary section. Several questions are new to the pro-

prietary section. The new questions deal with rebranding and the Army Reserve. The results from the Market and Lifestyle Study and the USAREC Proprietary Section can be found on the USAREC Bulletin Board System.

Key Findings

Media Habits - Watching TV continues to be the biggest leisure-time activity for teens. On an average, teens spend at least one hour a day watching TV, listening to music, and hanging out with friends. Four of teens' top five TV shows are comedies, reflecting the appeal and importance of humor to teens. Four of the top five TV shows air on NBC. Four of the top ten shows air on FOX. MTV is teens' most-watched cable network. Among young men, ESPN is nearly tied with MTV as teens' most-watched cable network.

Radio and Print - Alternative music is teens' preferred radio format, followed by rap and rhythm-and-blues/soul. More young men than young women favor rap, hard rock, classic rock, and talk formats. More young women listen to R&B/soul, top 40, country, soft rock, and dance. An ethnic group comparison

shows that Caucasian teens' number one preference is alternative. The majority of African-American teens listen to two types of stations, rap and R&B. Hispanic teens' musical tastes are more diversified than those of either white or black teens. The results from print show that *Seventeen* continues to be females' most-read magazine and *Sports Illustrated* continues to be males' most read magazine. The majority of teens recommend that companies advertise on radio or cable TV to reach them. Other recommendations were magazines, before movies in a theater, and in school.

On-line - Teen access to the Internet is basically unchanged from 12 months ago. Approximately 40 percent (42 percent one year ago) of teens have gone on-line at school and 27 percent (26 percent one year ago) have gone on-line at home. However, teens on-line are spending more time in an average week on the Internet. America On-line remains by far the most popular commercial on-line service among teens. Music and entertainment are teens' favorite sites. Young men are bigger home users of cyberspace than young women (31 percent vs. 23 percent). More

Leisure-Time Activities

ACTIVITY	% PARTICIPATION	AVERAGE # OF HOURS/WEEK
Watching TV	98%	11.3
Listening to the Radio	96%	10.3
Listening to CDs, tapes, records	95%	9.9
Reading Magazines for Pleasure	75%	2.7
Reading Newspapers	71%	2.5
Shopping at "Hanging Out" at mall	61%	3.2
Going to Movie Theaters	57%	2.5
Using an On-line Service	22%	1.3

Source: Teenage Marketing & Lifestyle Study Fall 1996

young women, however, claim to be going on-line at school. Significantly fewer African-American (21 percent) and Hispanic teens (19 percent) have gone on-line at home than Caucasian teens (28 percent). Slightly more minority (45 percent) than white teens (42 percent), however, have ventured into cyberspace from school.

Army Highlights

Reasons to Consider Military Enlistment - No change to the top reasons. "Money for College," "Steady/Secure Job," "Skill Training," and "Something to be Proud Of" continue to be the top four reasons to consider military enlistment. Young men continue to believe the Army is the service of choice for "Money for College," "A Cash Bonus for Joining," "Skill Training," and "Preparation for a Civilian Job." Young women believe the Army is the best service for eight out of the 14 attributes. The eight attributes are "Money for College," "Cash Bonus for Joining," "Management Experience," "Skill Training," "Preparation for a Civilian Job," "Country's Defense," and "Something to be Proud Of."

Current Events and Rebranding - More teens than ever agree that sending US troops to foreign "hot spots" is sometimes necessary. International humanitarian efforts, such as Bosnia, don't appear to have a negative effect on the teenage market. Results also show that almost one out of three young men state they have a better understanding of what it is like to serve in the Army compared to one out of five young women. However, over 40 percent of young men and approximately 33 percent of young women believe people join the Army because they have no other options. Approximately 18 percent of the young men and 15 percent of the young women disagree that people who join the Army tend to be winners.

Army Reserve - Approximately 17 percent of the teens would join the

Army Reserve if they had to join a service. Approximately 21 percent of the young men and only 13 percent of the young women agree that they understand the role of the Army Reserve. About one out of three teens would prefer working in the Army Reserve rather than the Active Army.

Implications

Incentives - Recruiters should continue to attract prospects by using the incentives Money for College, Steady/Secure job, Skill Training, and Something to be Proud Of. Army is still the service that is best for Money for Education. However, the other services are closing the gap (Army declined 7 percentage points from one year ago).

Rebranding Efforts - Advertising and Public Affairs should continue to give priority to the rebranding campaign. The results indicate 31 percent of males and 20 percent of females state they have a better understanding of what it is like to serve in the Army. However, a possible initiative is needed to dispel the myth that people often join the Army because they have no other options. Over 36 percent of the teens agree with this statement.

Army Reserve Initiative - Emphasis is needed to improve teens' understanding of the role of the Army Reserve. Only 17 percent of the

teens understand the role of the Army Reserve compared to over 56 percent of the teens understanding the role of the US military. As a rule of thumb, when a prospect is adamant about not joining the Active Army, the option of Army Reserve should be discussed immediately. About one of three teens would prefer working in the Army Reserve rather than the Active Army.

Teenage Research Unlimited results indicate no major shifts in teen attitudes. Education continues to be a top priority for youth. The Army is well positioned to attract prospects with the "Money for College" message. "A Steady/Secure Job," "Skill Training," and "Something to be Proud Of" are also excellent incentives to attract teens. About one out of four teens state they have a better understanding of what it is like to serve in the Army.

The results from several new questions related to the Army Reserve show that teenagers do not understand the role of the Army Reserve. The Army Reserve results also imply that prospects prefer Army Reserve over the Active Army. Army Reserve may need to tailor its message to explain the USAR role while avoiding direct competition with the Regular Army.

Reason	-----Males-----		-----Females-----	
	Fall 95	Fall 96	Fall 95	Fall 96
Money for College	77%	73% ↓	82%	76% ↓
Skill Training	72%	69% ↓	73%	68% ↓
Steady/Secure Job	71%	69% ↓	78%	72% ↓
Something to be Proud Of	71%	66% ↓	75%	68% ↓
Leadership Experience	65%	65% →	68%	65% ↓
Service to Country	63%	60% ↓	58%	61% ↑
Cash Bonus	65%	61% ↓	61%	59% ↓
Use Hi-Tech Equipment	62%	58% ↓	52%	48% ↓
Proving I Can Make It	61%	57% ↓	62%	63% ↑

↓ Decrease ↑ Increase → Neutral

Source: Teenage Marketing & Lifestyle Study Fall 1996

No compound bow or Winchester 30-gauge shotgun is used by this deer hunter. Instead, the bumpers of government vehicles slay SGT Deron Neu's deer.

During the past 11 months, Neu has killed three deer while driving a government vehicle in his line of duty as a recruiter for Honesdale, Penn. He has racked up \$13,800 in vehicle damages for the Harrisburg Recruiting Battalion as a result of these deerslaying incidents. In December, battalion commander LTC Steven Butts directed the supply sergeant to order deer whistles installed on government vehicles in the Wilkes-Barre Recruiting Company. Recruiting stations within the company are located in the northeastern corner of Pennsylvania's deer hunting country.

Butts ordered the whistles installed based upon his working experiences in Wisconsin where some 54,000 deer are killed each year in vehicle accidents. His goal is to equip all the recruiters' government vehicles in the battalion with deer whistles.

"People swear by them. We decided to put them where the threat was the worst," Butts said.

According to the deer whistle package directions, the sonic safe animal avoidance device produces high frequency sound waves that warn wildlife of oncoming vehicles at speeds over 30 miles per hour. The whistle works 1 1/4 miles away. Butts said that when deer hear the whistle, it causes them to freeze. For the few dollars it costs to purchase the whistles, Butts said he believes it will be a good investment for the battalion. In December, 10 whistles were delivered to the Wilkes-Barre Recruiting Company.

The Deerslayer

Story and photo by Renee McElveen, Harrisburg Battalion, A&PA



SGT Deron Neu has bagged three deer in the past 11 months — all with the firepower of a government vehicle. Neu is an Army recruiter for the Honesdale Recruiting Station.

Neu began establishing his reputation as a deerslayer by killing his first deer in February. At 9:30 a.m., he was driving a Chevy Corsica back from a high school to the Honesdale Recruiting Station. Two does were standing in the road in the middle of a turn. Neu veered to miss the first deer but hit the back of the second deer. Hitting the doe tore up the front axle of the car and bent the left front tire, resulting in a \$5,500 repair bill.

The second deerslaying incident occurred in October around 10:30 p.m. when Neu was returning to his barracks at Tobyhanna Army Depot from Honesdale. He was driving his Jeep Cherokee along Highway 196 in a heavily wooded area when the accident occurred.

"Before I knew it, this eight-point buck jumped right out in front of me," he said. He hit the buck on its side and knocked it into the ditch, killing the

animal instantly. Hitting the buck pushed in the front end of the Jeep, which racked up another \$5,500 repair bill.

The most recent deerslaying incident occurred on November 27th when Neu was driving from his barracks at Tobyhanna Army Depot to the Honesdale Recruiting Station about 7:30 in the morning. He saw two does standing in the middle of the road. One deer made it safely across the road but the other one jumped in front of him just as he was slamming on the brakes. This incident resulted in a \$2,800 repair bill for the Jeep Cherokee. This was the same vehicle he had wrecked the previous month, and it had only been out of the repair shop for a couple of weeks.

The 24-year-old rookie recruiter has taken a great deal of ribbing from his fellow recruiters about his new title as "the deerslayer" of the battalion. Neu's idea for saving the battalion money on vehicle repair bills is to install brush guards on the front of government vehicles so that if a recruiter hits a deer, the animal would hit the brush guard and do much less damage to the vehicle. Neu is a city boy hailing from Cincinnati, Ohio, and does not consider himself a hunter. He doesn't have a hunting license nor has he gone out to stalk deer in the woods this year.

Neu's fellow recruiters are demanding that the military Driver's Badge he earned at Fort Stewart, Ga., be taken away from him. The badge is awarded to drivers who travel 8,000 miles during a 12-month period with no vehicle accidents or traffic violations.

Although Neu has not found himself walking to appointments while his government vehicle is in the bodyshop for repairs. However, he has had to share a vehicle with another recruiter for a few weeks.



Did You Know?

Effective October 1, 1996, personnel in the USAR became eligible for tuition assistance reimbursement for DANTES approved distance learning courses and programs. These funds will cover any course found in the DANTES Independent Study Catalog, External Degree Catalog, and the Distance Education and Training Council Catalog.

Course reimbursement will be processed by DANTES. This information comes from the January 1997 DANTES Information Bulletin.

This can be used as another sales tool and is authorized for use by AGR recruiters.

Recent Policy Changes

Look for changes to the DA Form 4187 USAREC OP2 used for IRR transfers.

Station commanders are now required to interview in person or by telephone (using OF 271), verifying a soldier has agreed to transfer from the IRR to the TPU listed in the remarks section of the DA Form 4187 USAREC OP2. Although the DA Form 4187 USAREC OP2 is good for 30 days, the station commander must verify the soldier has agreed to transfer from the control group to the TPU listed in the remarks of the DA Form 4187. This verification must take place within 48 hours of the soldier's signing the DA Form 4187.

Recruiters will escort all IRR transfers, PS and NPS soldiers to the TPU IAW RECUSAR message 97-004 dated 03 February 1997. This reference also requires that the recruiter must get TPU commander's representative's and the applicant's signature in block 4 of the USAREC Form 200C (Prospect Data Record).

Chaplain Recruiting

Last month we provided you with the qualifications for the chaplain candidate program and promised that we would provide the qualifications to be a chaplain this month.

Age Requirement

Must have sufficient time to be commissioned prior to his/her 40th birthday. The accessioning process usually requires three to six months.

However, the Chief of Chaplains *may* consider an age waiver for those with prior military service provided subtracting the number of good years of service from their current age will meet the age limit. Roman Catholic priests will be considered up to age 50 because of the critical shortage of Catholic chaplains.

Educational Requirements

Must have a baccalaureate degree of not less than 120 semester hours from an accredited college or university and must have successfully completed three years of resident graduate study in theology or related subjects from an approved seminary or graduate school.

This must have been done as a full-time resident student (correspondence courses are not acceptable) at a school accredited by a Department of Education-recognized accrediting organization. Normally, this is validated by a Masters of Divinity degree (among Christians) and Masters of Imamate (among Muslims).

Ecclesiastical Endorsement for the Military Chaplaincy

Must be ordained and able to be endorsed by a faith group or denomination that is recognized by the DoD Armed Forces Chaplains Board.

Citizenship

Non-US citizens may apply for the chaplaincy provided they possess an Alien Registration Card (Green Card).

Army Medical Standards

Must be able to pass the Army medical exam per AR 40-501 and meet the Army height/weight standards per AR 600-9.

As always, give the Chaplain Recruiting Branch a call with any questions or referrals at 800-223-3735, ext. 6-0435 (for chaplains) or 6-0702 (for chaplain candidates).

Technical Warrant Officer Recruiter Update

USAREC Regulation 350-11, Sections IV and V, provides guidance on TWOR prospecting.

There are two categories of prospecting — telephone and face-to-face. When conducting face-to-face prospecting, this can only be effective if the time is taken to plan a thorough prospecting objective. When conducting face-to-face prospecting in a TPU, there are a couple of methods used to identify potential applicants.

The first step is to schedule a presentation with the TPU in the TWOR recruiting zone. Prior to conducting a presentation, the TWOR should work with the unit administrator to identify qualified soldiers by feeder MOSs needed and GT score of 110 or higher. In addition, the TWOR can specifically request the identified soldiers attend the presentation.

Transition point is another key location to identify soldiers who are preparing to separate from active duty. The TWOR can provide the NCOIC with certain feeder MOSs to identify soldiers who maybe potential candidates. A prime area to face-to-face prospect and make presentations to potential TWOs is at BNCO Phase I and II training locations. Contact local USARF instructors and set up presentations.

Leads from VACPOT/TWOPART lists should be contacted by conducting telephone prospecting. Prospecting of all sources must be an on-going activity conducted by TWORs to generate qualified leads from all sources.

Former soldier tells how using Army college money helped her earn a degree in medical technology

Story by Barry Vorse, Pittsburgh Battalion APA

MORGANTOWN, W.VA. — Melissa Forman is a walking advertisement for the Army.

The senior at West Virginia University will receive her degree in medical technology this spring, thanks in great part to benefits she earned by serving three years in the Army.

"The Army has given me a great deal that has helped me to get where I am," said Forman from her home in Albright, W. Va. "I got the monetary benefits and much more."

The financial gain from the Army was \$24,600 toward college expenses.

"I joined the Army on my 18th birthday," said the 1989 graduate of Uniontown (Pa.) High School.

"I would tell any young person thinking about using the Army to pay for their future education that it's the only way to go.

"The Army has helped me in many ways. The money was only the beginning. I am getting better grades (a 3.4 grade point average) now in college than I ever got in high school. After three years in the Army, I was much more prepared for college than I would have been if I had gone into college right after high school."

Forman mentioned that her current attitude, maturity, and drive were shaped by Army training.

"After getting through basic training and seven months AIT (advanced individual training), you come out a different person," Forman said. "The Army teaches you how to learn."

After basic training at Fort Dix, N.J., she studied at Fort Devens, Mass., for seven months to become a Morse code communications interceptor in the military intelligence field. She was then assigned to Fort Meade, Md., where she worked for the National Security Agency. She left the Army as a sergeant in 1992 and immediately enrolled in college.

"I feel good about myself and a lot of that is due to the Army," said the 25-year-old Forman. "The maturity factor the Army gives you is something that you might not get otherwise. My confidence in myself is totally different. The Army taught me to be independent and think things through. I initially looked at all of the services before I enlisted, and none of them could offer the college money the Army gave me. When I got my three years in, I was ready for school."

Forman mentioned that she has had "no problem whatsoever" in getting her money while she has been in college and has had good rapport with Army benefits people.

1st Recruiting Brigade recently hosted the Recruiting Command's first Civilian Aide to the Secretary of the Army (CASA) Conference near Fort Meade, Md. BG James E. Shane, Jr., USAREC Deputy Commanding General (East), gave an overview of the command, discussed past performance, current challenges, and future goals. During a question and answer session, the CASAs probed various aspects of recruiting. This type of interaction set the tone for the following day's roundtable discussions. (Right) Walter Kaye, New York City area CASA, makes a point with COL Patrick G. Snapp, commander, 1st Recruiting Brigade. (Photo by Mike Conroy)



SSG Wendell Boykins, Station Commander, Henderson, N.C., talks with DEP soldier Melvin Glenn Paschall Jr., answering those last minute questions about Army educational benefits. Paschall's chosen MOS is Heavy Vehicle Mechanic.



Solutions to DEP loss problems

Story and photo by Sara Kirk, Raleigh Battalion APA

RALEIGH RECRUITING BATTALION — What can you do to stop the rise in DEP losses?

"Getting a solid commitment," said MSG Gary Haynes, senior trainer. "Don't soft sell."

Field recruiters with proven records of low and no DEP losses focus on four critical areas.

- Show that they mean more to you than just a number.
- They are soldiers; treat them that way. Review contents of the enlistment contract.
- Keep in touch on a regular basis, not just during the 9 - 5 workday.
- Have monthly DEP functions.

Addressing the more-than-just-a-number focus, recruiters give suggestions.

"Give them the same attention you did when you were recruiting them," said SSG Wendell Boykins, Henderson station commander. Reporting two losses for the station during FY 96, Boykins had one basketball injury and another did not transfer from the National Guard.

"Take them to lunch sometimes," said SSG Ricky Locklear, Fayetteville, N.C., who received his recruiter ring in just 18 months.

"I live in the community, I shop there and play sports there. I find opportunities to socialize with my DEPs," said SSG Eric L. Lofton, Lumberton, N.C. He had no losses in FY 95 and one in FY 96.

"The DEP soldier must know he can talk to you as a friend as well as an elder or role model, not a father figure," said SSG Randall S. Trebat, Lumberton, who had two losses in FY 96. (Trebat is now assigned to the 82d Airborne Division, Fort Bragg, N.C.)

Covering the area of keeping in touch, recruiters' comments included the following:

"It's an investment, if you want a good outcome," said Boykins. "Since you live in the community, call over the weekends.

"I consider myself as part of the DEP soldier's family," added Lofton. "I visit his home and accept dinner invitations from his parents. I continue my relationship with the family even after the soldier ships."

"You must make regular face-to-face contact," commented Locklear.

"I keep in weekly contact with my soldiers," said SFC Kenneth Bryant, Greenville, N.C. "If they don't call me, I stop by the house and talk with the parents." Bryant had one loss in FY 96.

Even though regular DEP functions are a requirement, it is often an overlooked area. DEP soldiers are thus left on their own for long periods of time without contact with recruiters and other DEP soldiers.

"Schedule monthly formations where they can learn and share information," said Locklear. "You can also have minifunctions. It's essential to keep contact."

"Ask them what they want to do at the next formation," said Boykins, who took Best Small Station Award for FY 95 and FY 96. "Keep them involved."

"You must schedule regular formations even if others in the station don't," said Lofton.

"Keep the function creative, motivational, and challenging," added MSG Haynes.

SGM Eddie Lee Maddox placed the emphasis on both the recruiter and station commander. He said the station commander must follow up with parents and let them know he is concerned about the DEP soldier who is not a number, but an important part of the Army.

"Station commanders should call parents and congratulate them on allowing their son or daughter to make this good career decision," Maddox said. "Then tell them about the potential for promotion and what they can do to help with referrals of other family members and friends."

"Also tell the parents what you can do to help with the promotion because you want to see their child promoted before leaving for basic training," Maddox explained. "You will encourage and show him how to get referrals of friends at school."

Recruiters get involved in high school

by Sharlene Reeder-Jorgensen, Kansas City Battalion APA

KANSAS CITY — When SSG Clarence Cotton and SGT Michael K. McPhatter took on the inner city students at Washington High School, Kansas City, Kan., they were not sure that they had not bitten off more than they could chew.

Cotton and McPhatter have been going into the school as recruiters for a couple of years. However, when Derrick Hibles, vice-principal, asked them to assist him in piloting a program to help students feel better about themselves and get involved in the good things in life, they were hesitant. But like all good recruiters, they were willing to give it a shot.

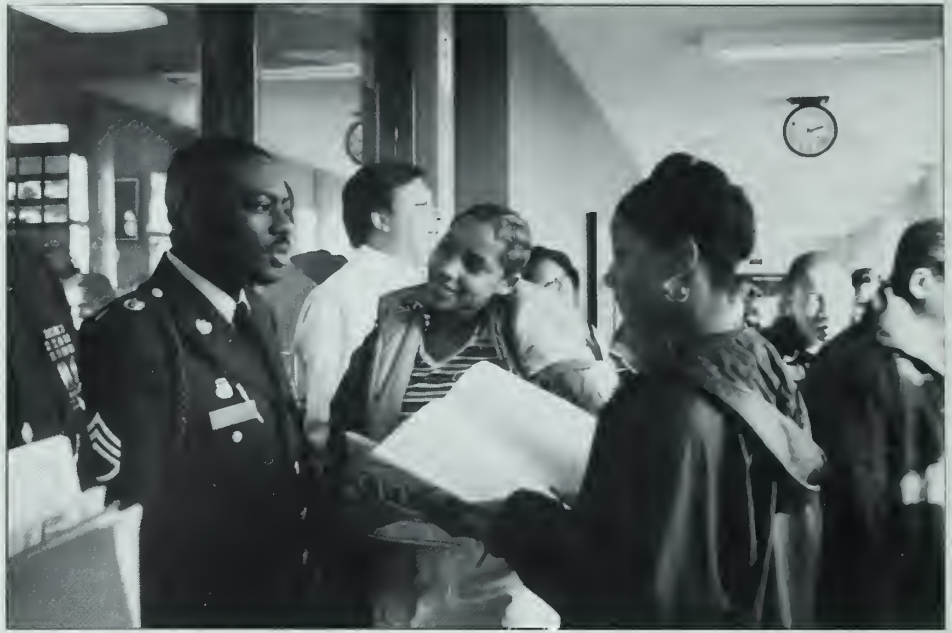
Washington High is an inner city school with all the usual problems of students roaming the halls when they should be in class, getting kicked out of class, and just skipping class all together.

When these two recruiters began going into the school, just being in uniform set them apart. Each was someone the students could identify with as young adults but still be an authority figure in uniform.

They began as someone who could help monitor the halls during class, talking with those students who were loitering and discussing the reasons why they should be in class learning as much as they possibly could.

"Sergeants Cotton and McPhatter have had a great deal of influence with the kids already by being here three or four times a week," said Hibles.

This uniformed duo didn't talk down to them but tried to be good



SSG Clarence Cotton, Kansas City, Kan., goes over part of the curriculum for an upcoming mentoring seminar with Washington High School students Toyiah Bailey and Nadia Pouncil.

listeners, gaining the confidence of students with each encounter.

Hibles' idea was for guest speakers to come in from community service organizations and discuss with students the need to respect other people and to learn discipline. They would gather in small groups and learn as a team how to solve problems.

The students are chosen for the seminars randomly by computer, so they're not necessarily going to be in a group with their friends. It forces them to think individually.

"They open up a lot. They don't feel like I'm a teacher," said Cotton.

"If I see them doing something wrong, they listen and they respond to me," McPhatter added. "They get away from their friends; they sit down and listen."

These discussions are designed to make the kids open up to say what's on their minds," to talk about their problems, whether it's at school, at home, or with friends.

"That's where the soldiers come in," explained Hibles, "going around to

different classrooms, talking to the students that we feel are having difficulties in school or with the family."

When students are suspended from school for whatever reason, they are required to attend sessions with their parents and their teachers. The recruiters get involved in that as well. It's a program on how to behave when they come back to school and to focus directly on how to deal with the problem. Cotton and McPhatter help students learn discipline.

Hibles uses the recruiters to get information to the students that they wouldn't accept from the teachers. The students relate better to Cotton and McPhatter because they are closer in age. The recruiters have calmed the chaos just being there.

The faculty at Washington High School is impressed with these recruiters. "We've been able to tap into the Army's leadership expertise," Hibles said. According to station commander SFC Edward Nesbitt, three contracts were written last quarter from Washington High School. The two recruiters' efforts have allowed them into a school that was once out of reach.



Recruiter enjoys the wildlife during his visits to high schools

By Liz Warnke, New England Battalion APA

ELLSWORTH, MAINE — "In Rhode Island where I'm from, this kind of stuff doesn't happen," the astonished Army recruiter explained.

"But here in Maine," he said while shaking his head in puzzlement, "there's no telling what you're going to find when you get into one of the schools."

Eager to give his presentation to the high school class, SSG Mark A. Kenney, newly assigned Army recruiter to Ellsworth (Maine) Recruiting Station, arrived at Washington Academy in East Machias a bit early.

Entering the school, Kenney was shocked to see the entire faculty herding a deer down the hallway.

"A deer had jumped through the window and they were trying to get it out before the students arrived," explained Kenney.

The terrified deer was trying to jump up the walls and blood seemed to be everywhere, according to Kenney.

When the deer started charging toward the arriving students, one of the teachers jumped on the deer, grabbing it by the horns, recounted Kenney.

"That deer put a whopping on him, it really did," said Kenney in disbelief. "It knocked the teacher off him, before it went out the door."

Amidst all the chaos, one student requested permission to go home for his bow because it was deer hunting season, laughed Kenney.

The deer collapsed outside the school, said Kenney, but was

tranquilized by the game warden, sewn up, and released.

The next morning, Kenney arrived at Calais High School to do another Army presentation. He began his talk by first, jokingly, asking if the school had any moose who wished to attend their school. He then recounted his experiences from the previous day to the disbelieving student body.

The joke, however, turned out to be on Kenney. Much to his astonishment, he was told that a bear visits the school dumpster regularly.

Kenney says he enjoys recruiting duty and his success is apparent. He was in a three-way tie for Top Regular Army New Recruiter for FY 96 in New England Battalion.

"Every school has a different story out there in the country," says an amazed Kenney. "A bear living in the dumpster for instance – now that's very unusual. This kind of stuff doesn't happen in Rhode Island."

SSG Christine Burns, Durham (N.C.) Station, New Recruiter of the Year for 2d Brigade, barely had time to hang her certificate on the wall before she was scheduled for a media interview. New York Times reporter Eric Schmitt asks her about the recruiting process and questions PVT Rasheda Vinson, Reservist, about her recent basic training experience. (Photo by Sara Kirk)



1. SSG Jones submitted a police check on an applicant more than 21 days ago. The battalion commander from that area was unsuccessful in obtaining the check for him. SSG Jones should now:

- a. process the applicant anyway as a self-admittance
- b. resubmit the check, call the organization, and get a name
- c. that was time enough, ignore the offense
- d. sign the check himself as verifying official

2. Your applicant tells you that there is no court order changing his name, but he wants to enlist in the name of Jerry Day because that's the name he files taxes in. His birth certificate says his name is Ralph Emerson Day. What must you tell Jerry?

- a. that his name must be the same name on his birth certificate when he enlists
- b. okay, as long as he fills out Item 36 on the 1966 Series
- c. that he must first prove that he did not change his name to avoid prosecution for a crime
- d. that he must complete SS Form 5 changing his name on his SS card to Ralph E. Day because SS card and birth certificate must match for enlistment

3. An applicant wants to enlist in the RA or the USAR. Eight years ago he committed two felonies as an adult. The applicant is fully eligible for enlistment if a waiver is granted.

- a. True
- b. False

4. Applicants with juvenile felony offenses who have had no offenses within five years of application for enlistment may be considered for a waiver in meritorious cases.

- a. True
- b. False

5. Johnny's high school has mandatory ASVAB testing for all 10th, 11th, and 12th grade students. He took the test in the 10th and 11th grade and is now applying for enlistment. Does Johnny's 10th grade student ASVAB test count as his first ASVAB test?

- a. Yes
- b. No

6. How long must a USAR (ACASP) NPS male enlistee under 26 years of age remain on IADT?

- a. four months
- b. eight weeks
- c. 12 weeks
- d. 16 weeks

7. How many years are the high school folders maintained in the recruiting station's inactive file?

- a. one year
- b. 18 months
- c. two years
- d. 30 months

8. What is the purpose of face-to-face prospecting?

- a. setting good rapport with your community
- b. visiting all of your COIs in a particular area
- c. posting your area with updated RPIs
- d. obtaining an appointment

9. How long is a DD 369 (police check) valid if there are no new alleged offenses and a waiver is not required?

- a. 60 days
- b. six months

- c. one year
- d. forever

10. What is the waiting period for resubmitting a battalion level waiver once it has been disapproved?

- a. six months
- b. 12 months
- c. 18 months
- d. 24 months

11. What characteristics should a hasty fighting position have as a minimum?

- a. be as deep as the armpits of the soldier
- b. have two trench-shaped grenade sumps
- c. be in a small depressed 18 inches deep area
- d. have assigned sector of fire

12. To conduct a visual search in daylight, you must:

- a. observe by overlapping, 50 meter-deep strips of terrain in detail, alternatively searching left to right, right to left
- b. never make a fast overall search of the entire area
- c. avoid outlines that should be obscured
- d. always raise your eyes to the maximum range you wish to observe

13. What are the sequence of major steps used to identify injuries and/or conditions of a soldier who has signs of an injury?

- a. check for breathing, shock, fractures, responsiveness, bleeding, head injuries, burns.
- b. check for responsiveness, breathing, bleeding, shock, fractures, burns, head injuries.
- c. check for bleeding, head injury, breathing, shock, fractures, burns, responsiveness.
- d. check for breathing, responsiveness, bleeding, head injuries, shock, fractures, burns.

14. How do you correctly apply traversing and searching techniques to assure your zeroed M60 machine gun with bipod will hit its target?

- a. center the target over the front sight blade so that it appears on top of the front sight blade and on top of the rear sight blade.
- b. move the muzzle of the weapon to left or right to distribute fire laterally and move the muzzle of the weapon up or down to distribute fire in depth.
- c. center the front sight blade in the aperture of the rear sight with the top of the front sight blade even with top of the rear sight slide.
- d. use the adjusted aiming point method as a means of rapidly and accurately adjusting fires without making a sight adjustment.

15. Which of the following is not a symptom of heat exhaustion?

- a. loss of appetite
- b. nausea, with or without vomiting
- c. muscle cramps of the arms, legs, or abdomen
- d. profuse sweating with pale, moist, cool skin

(The answers to this month's Test can be found on the inside back cover.)

Morrell Awards



COLUMBIA
SSG Robert Digman

DALLAS
SFC Bobby Rollerson

HARRISBURG
SFC John Horney

JACKSON
SFC Larry Bell
SFC Gregory Rogers

KANSAS CITY
SFC Gary Augustine
SSG Curtis Smith
SFC Robert Jensen
SSG Steven Lawson

NEW ENGLAND
SFC Albert Lamontagne

NEW ORLEANS
SFC Elmer Constant

OKLAHOMA CITY
SFC Scott Abbott
SFC Barry Smith
SFC Charles Ellenbeck

PHOENIX
SFC Elmer Hilbrant

PORTLAND
SFC David Wittrock

SACRAMENTO
SFC D. Harrington-Collins

SEATTLE
SFC Donald Tilley
SFC Victor Kemp

TAMPA
SFC James Cohen
SSG Ashton Davis
SFC Frank MacRae
SFC J. Torres-Salgado

2d BDE AMEDD
SFC Donald Daniels
SFC Mary Riddick
SFC Gary Robertson

3d BDE AMEDD
SFC Timothy Biggs

ALBANY
SSG Richard Patrie
SGT Darrick Hazley
SSG Dewey Jones

ATLANTA
SSG Barbara Smith

BALTIMORE
SFC Mark Giampietra
SSG Jeffrey Barnes
SGT Theodore Murray

SFC Michael Bueno
SSG Joseph Johnson
SFC Stevie Wright
SSG Randy Kornegay
SSG William Copeland
SSG William Asci
SSG David Lamb
SSG Victor Little
SSG Ronald Damico

BECKLEY
SSG Richard Jackson
SSG Kevin Blackburn

CHICAGO
SSG Edward Wojcik
SFC Eli Smith
SGT Mark Smith

DALLAS
SFC Gregory Eleeson
SSG Benny Kinsey
SSG Brian Bender

HARRISBURG
SFC Anthony Terico
SGT Keith Mackowski
SSG Jeffrey Martin

HOUSTON
SSG Timothy Jean

JACKSON
SSG Michael Cypressi

JACKSONVILLE
SSG Michael Creel
SSG Ezekiel Morris
SFC Fabian Bradshaw
SSG Raymond Graham
SSG Brian Adams
SSG Reinaldo Velez-Velez
SSG Stanley Lyons
SGT Jeff King

MONTGOMERY
SSG Benjamin Wiley
SFC Thomas Legall

NASHVILLE
SFC Anthony Morocco

NEW ENGLAND
SSG Michael Medhaug

OKLAHOMA CITY
SSG Anthony Wasco

PHILADELPHIA
SFC Ryan Sowell
SFC William Baker
SSG Gregory Gidney
SFC Roberto Rodriguez
SSG Torrye Bashshar
SSG Herbert Johnson

SSG Robert Huey
SGT Robert Zavala

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SSG Jason Davis

RALEIGH
SSG Donald Swaim
SFC Kenneth Bryant
SSG Finn Carlton
SSG Shawn Davis

SSG Terry Deese
SFC Robert Mundy
SFC Calvin Lillard
SSG Victor Tindall
SFC Christopher Carson
SSG Morris Ricks

SAN ANTONIO
SGT Jeffery Gilmour
SSG William Cruz
SFC Ronald Campbell

SOUTHERN CALIF.
SSG Carla Baldwin
SSG Christopher Boily

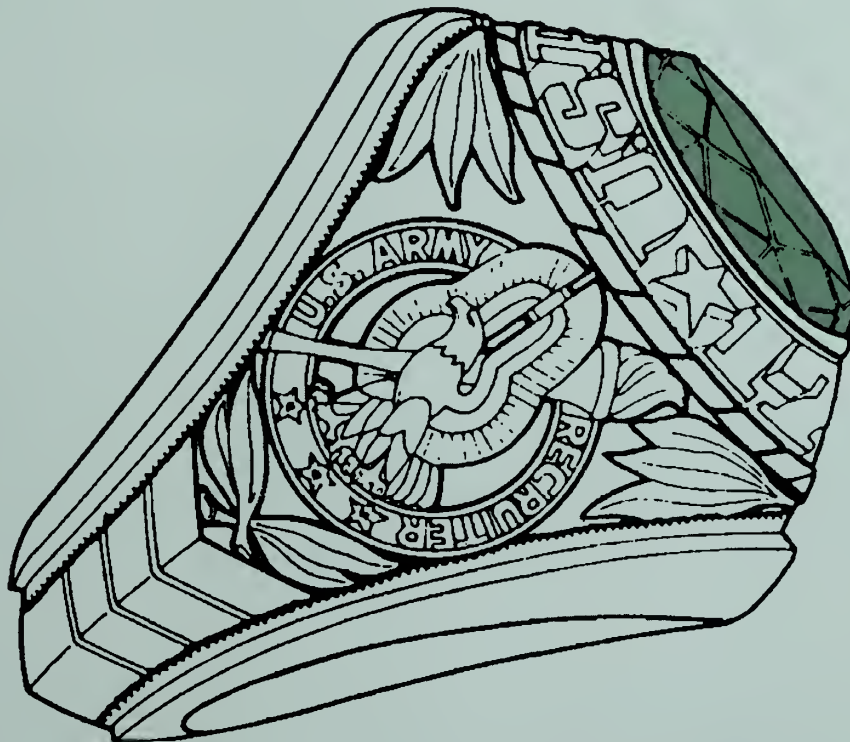
ST. LOUIS
SFC Donald Moss
SFC David Gipson
SFC Suzanne Schlicker

SYRACUSE
SSG Thomas Wilkerson

TAMPA
SFC Daniel Lemon
SSG F. Carmona-Gonzalez
SSG Robert Evans

3d BDE AMEDD
SFC Thomas Bramble

5th BDE AMEDD
SFC Jack Wissmiller



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SSG Michael Martinez
SSG John Gilliland
SGT Gregory Flummerfelt

NEW YORK CITY
SSG Ruben Rivera
SSG Eric Barnes
SSG Yung D'Antonio
SSG Joseph Rappise

PITTSBURGH
SFC David Diccio

PHOENIX
SSG Hector Rossario



Gold Badges

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SFC Christopher Garmen
SSG William Johnson
SGT George Null

ATLANTA

SGT Whitney Mitchell
SGT Steven Stapleton
SFC Gary Jarmel
SGT Gregory Dickinson
SSG Michael Hudson

BALTIMORE

SFC Fabian Watson
SFC Alan Leathers
SFC Luz Leathers
SGT Suzanne Sueing
SGT Alan Gray
SSG Alone Hardman
SFC Wesley Lewis
SGT Freddy Gurwell

BECKLEY

SGT Claude Weese
SSG Claude Williams
SSG Roger Fortner
SSG Malcolm White
SSG Richard Stewart
SFC Jeffrey Hall
SSG Carmen Murrell

CHICAGO

SFC Miguel Lopez
SSG David Duke
SSG Charles Finkley
SSG John Jacob

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SSG Darrel Reed
SSG Lawrence Blood
SSG Sean Isaac
SFC Jarry Havins
SFC Ronda Natera
SSG Darrel Reed
SSG Pedro Sanabria
SSG Donivan Taylor
SSG Raymond Wilson

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SSG Kevin Christian
SSG Russell Orlowitz

SFC Cathy Carr
SSG Gregory Haney

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SGT Patrick Lenk
SGT Gregory Smith
SSG Andrew Creamer
SSG Leonard Milton
SGT Michael Foster
SSG Kimberly Rockett
SSG Carl Morgan

HOUSTON

SSG Melvin Lovelace
SSG Neil VanDyke
SFC Michael Bortz
SSG Kevin Threats
SSG Jonathan Callahan

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SSG Mattie Poteat

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SSG Roger Davis
SGT Andrew Hamre
SSG Trent Riley
SGT Christopher Howard
SFC James Canup

KANSAS CITY

SGT Mario Mock
SGT Albert Martinek

LOS ANGELES

SSG Joseph Owens

MILWAUKEE

SSG Francis Cameron

MINNEAPOLIS

SSG William Smith
SGT William Garrett

MONTGOMERY

SSG Stanley Lewis
SSG John Schneider
SFC Ed Whitespere
SGT Devone Williams

NASHVILLE

SFC James Combs
SGT Ronald Bredwell
SGT Gene Rabideau
SSG Christopher Dempsey
SSG Arthur Moultry

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SSG Larry Vaught
SSG Robert Tuller
SSG David Burns

SFC Raymond Arsenault
SSG Russell Collie
SFC Eric Fraser
SFC Lawrence Kozlick

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SSG Brian Mitchell
SFC Rodney Matthews
SSG Lonnie Spikes
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SSG Anthony Jordan
SSG Robert Williams
SGT Troy Varnado
SGT Jeffie Jones
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SSG Beverly Kaiser
SGT Brian Smith
SGT Drenna Thompson
SSG Walter Batey

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SFC Earnest Roberts
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SSG Michael Fiamme
SFC Scott Motsenbocker
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SSG Andrew Premont
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SSG Raymond Straight
SSG Sean Openshaw
SSG Marion Williams

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SGT Johnny Woddley
SSG John Landry
SSG Jeffrey McTerrell

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SSG Donald Moriarty
SSG David Been

SOUTHERN CALIF.

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SSG Connie Morgan
SSG Mark Gendron
SSG Danbar Ogawa
SSG P. August-Spicer
SSG Francis Donaldson
SSG Donald Dosch
SSG Claudia White
SSG Henry Champlin
SFC Phillip Erven
SSG Anthony Spencer

ST. LOUIS

SGT Jimmy Nelson
SGT Darin Hodge

SYRACUSE

SSG Paul Deihl
SGT Gregg Scudder



Quality Volume - The Key To Our Success

Headquarters U.S. Army Recruiting Command



RSM Jan 97

1st Brigade

2d Brigade

3d Brigade

5th Brigade

6th Brigade

TOP TEAM MEMBER (Recruiter)

RA (BN)	SSG Bethea,J (New York City)	SFC Brown,F (Columbia)	SSG Burns,R (Great Lakes)	SFC Toussaint,J (New Orleans)	SSG Beeman,T (Phoenix)
USAR (BN)	SFC Mickens,H (New York City)	SFC Hilliard,R (Columbia)	SSG Mosley,T (Indianapolis)	SFC Morrison,P (New Orleans)	SFC Lallier,S (Portland)

TOP TEAM (Station)

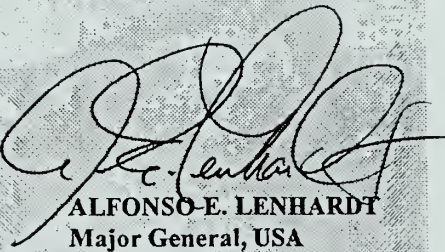
LARGE (BN)	Church (New York City)	Bayamon (Miami)	Rapld City (Minneapolis)	Pine Bluff (Oklahoma City)	Billings (Denver)
SMALL (BN)	Europe (Albany)	Glasgow (Nashville)	Oshkosh (Milwaukee)	Kearney (Des Moines)	N. Highland (Sacramento)

AMEDD

(HCRT)	Philadelphia	Carolina	Indianapolis	New Orleans	Northern Cal
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RO/FY 97-4

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ALFONSO E. LENHARDT
 Major General, USA
 Commanding

Answers to the Test

- | | | |
|-----------------------------------|---|--|
| 1. a, AR 601-210, para 2-10e | 7. c, USAREC Reg. 350-6
Appendix C, para C-3 | 12. a, STEP 21-1 SMCT, page 412 |
| 2. b, AR 601-210, para 2-5b and c | 8. d, USAREC Reg. 350-6 Chap 3
Section 4(b) | 13. b, STEP 21-1 SMCT, page
642-647 |
| 3. b, AR 601-210, para 4-24r | 9. d, AR 601-210, para 2-10g | 14. b, STEP 21-2 SMCT, page
264-265 |
| 4. a, AR 601-210, para 4-24s(2) | 10. a, AR 601-210, para 4-28a | 15. c, STEP 21-2 SMCT, page
710-711 |
| 5. a, AR 601-210, para 5-11d | 11. c, STEP 21-1 SMCT, page 380 | |
| 6. c, AR 601-210, para 5-67c(1) | | |



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